



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
CENTER FOR LEADERSHIP CAPACITY SERVICES



CATALOG

OCTOBER 2006 – MARCH 2007

SEMINARS AND PROGRAMS OFFERED AT THE
MANAGEMENT DEVELOPMENT CENTERS
AND THE FEDERAL EXECUTIVE INSTITUTE

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



“Where Government Develops Great Leaders”

WELCOME FROM THE DIRECTOR
OF
THE U.S. OFFICE OF PERSONNEL MANAGEMENT

We are pleased to present OPM's Center for Leadership Capacity Services (CLCS) FY 2007 Catalog introducing updated course selections for October 2006 through March 2007—each one specifically designed for Government leaders like you.

Today, all Government agencies have to be more customer-focused, and we are setting the standard; not just with what we offer, but by what we do. Based on your feedback, the catalog has been redesigned and we are offering over 45 programs, eight of which are new. You will easily find a course that meets your needs among our six new Open Enrollment program categories: Executive Leadership Development, Individual Assessment and Development, Management and Supervisory Skills, Organizational Leadership for Executives, Policy and Initiatives, and Specialized Skills.

Open Enrollment programs take place at our three world-class learning centers: the Management Development Centers in Shepherdstown, West Virginia and Aurora, Colorado; and the Federal Executive Institute in Charlottesville, Virginia. Additional options and personal service are available in the Custom Services section with details about how a program can be developed to address your particular challenge, at a time and site you choose.

CLCS has been dedicated to Federal leadership management training for over 40 years. Last year alone, over 13,000 Federal managers and executives were helped in achieving their full leadership potential. You will not find any other management training enterprise that knows and serves Government as well as we do.

CLCS is also home to the Presidential Management Fellows (PMF) program, an intensive two-year leadership program, which recruits men and women with graduate degrees who have a commitment to public service. And we continue to provide Briefing Programs for Senior Executive Service (SES) members and Schedule C (Administration) appointees.

Wherever you are on your Leadership Journey, CLCS can offer new possibilities to you and your organization.




Linda M. Springer
Director

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Look for these notations on program descriptions:

 This symbol indicates college credit is available, either undergraduate or graduate-level, certified by the American Council on Education (ACE).

NEW New programs are marked with this symbol.

 Programs designed specifically to meet requirements of the President's Management Agenda feature this symbol.

FEI = Federal Executive Institute

WMDC = Western Management Development Center

EMDC = Eastern Management Development Center



U.S. OFFICE OF PERSONNEL MANAGEMENT'S EXECUTIVE CORE QUALIFICATIONS

The five Executive Core Qualifications (ECQs) are based on an OPM study of 8,000 Federal executives, managers, and supervisors. ECQs define the competencies and characteristics needed to build a Federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The ECQs are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

Our programs and seminars are designed around specific sets of these important Leadership Competencies.

ECQ 1: Leading Change

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this ECQ is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the basic Government framework; to create a work environment that encourages creative thinking; and to maintain focus, intensity, and persistence, even under adversity.

ECQ 2: Leading People

This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

ECQ 3: Results Driven

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

ECQ 4: Business Acumen

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decisionmaking.

ECQ 5: Building Coalitions/Communications

This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

ECQ 1: Leading Change

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

ECQ 2: Leading People

- Conflict Management
- Integrity/Honesty
- Leveraging Diversity
- Team Building

ECQ 3: Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4: Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

ECQ 5: Building Coalitions/ Communications

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

THE LEADERSHIP JOURNEY: COMPETENCY-BASED LEARNING

At OPM’s Center for Leadership Capacity Services (CLCS), we believe that great leaders are made, not born. With 40 years of experience, we have come to know and appreciate virtually every challenge faced by Federal managers and executives along their Leadership Journey. Compared to private sector training companies, we better understand Government leadership training needs because we *are* Government.

The five Executive Core Qualifications (ECQs), based on an OPM study of 8,000 Federal executives, managers, and supervisors, form the foundation for all CLCS programs and services. Today these core qualifications, and the 27 competencies they comprise, are used throughout Government as an essential part of an agency’s selection, development, and performance management system. For the individual Federal manager or executive, the ECQs represent the guideposts along the pathway to career and organizational success—*The Leadership Journey*.

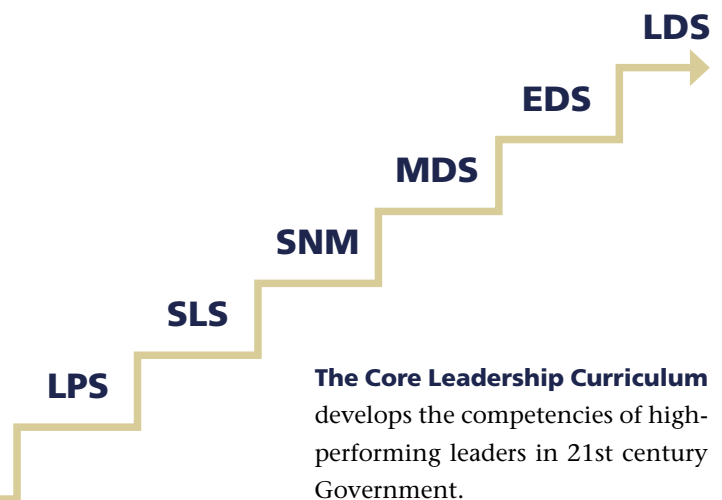
A PHASED APPROACH TO HIGHER PERFORMANCE

While CLCS does not recommend any single developmental pathway for individuals or groups, we have over 40 years’ experience in needs-based curriculum development for Federal Government agencies. Our **Core Leadership Curriculum** stands as one of the most successful training programs ever conceived for Federal managers. In this multi-phased approach, participants are engaged in a career-long process of leadership development, from the pre-supervisory level through preparation for the **Senior Executive Service (SES)**.

Beginning with the **Leadership Potential Seminar** and culminating with the four-week **Leadership for a Democratic Society** program, leaders continually and sequentially prepare for higher levels of responsibility, while providing their agencies with a blueprint for succession planning. These seminars and programs make up CLCS’s **Core Leadership Curriculum**.



- **Leadership Potential Seminar (LPS)**
for emerging leaders, p. 18
- **Supervisory Leadership Seminar (SLS)**
for new supervisors, p. 28
- **Seminar for New Managers (SNM)**
for new managers, p. 27
- **Management Development Seminar (MDS)**
for mid-level and experienced managers, p. 25
- **Executive Development Seminar (EDS)**
for senior leaders and SES candidates, p. 8–9
- **Leadership for a Democratic Society (LDS)**
for SES and leaders at the executive level, p. 10–11



HOW TO USE THIS CATALOG

1 Find the right program...

CLCS Open Enrollment Programs for FY 2007 are divided into six categories, with color-coded tabs at the top of the page for easy reference:

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| Executive Leadership Development | Introduction on page 5 |
| Individual Assessment and Development | Introduction on page 15 |
| Management and Supervisory Skills | Introduction on page 21 |
| Organizational Leadership for Executives | Introduction on page 31 |
| Policy and Initiatives | Introduction on page 38 |
| Specialized Skills | Introduction on page 42 |



Open Enrollment Programs are conducted at the **Federal Executive Institute (FEI)** in Charlottesville, VA, the **Eastern Management Development Center (EMDC)** in Shepherdstown, WV, and the **Western Management Development Center (WMDC)** in Aurora, CO. Locations, costs, and schedules for the first half of FY 2007 (October 2006 – March 2007) are listed on each page. Brief descriptions of our centers are found on the inside back cover.

2 Consult with a representative at our Customer Service Office to answer your specific questions, and to ensure that your selected programs will fit your needs.

Voice: 888-676-9632 or 304-870-8008
 TDD/TTY: 304-870-8066
 email: register@opm.gov




3 Visit the CLCS Leadership Website for the most current schedule information, program agendas, featured speakers, at www.leadership.opm.gov




4 Initiate your registration by applying online or by FaxBack form. (See p. 51)



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 Programs designed specifically to meet requirements of the President's Management Agenda feature this symbol.



EXECUTIVE LEADERSHIP DEVELOPMENT

Senior executives in the Federal Government face challenges of the highest risk, the broadest consequences, and the most intricate complexity. Only OPM has the history, the experienced faculty, and the resources to help you solve the singular problems particular to public sector executives.

With the hundreds of topics presented by expert instructors in our seminars, you can find an educational experience to exactly match your needs. From skills assessment and development to personnel management and group dynamics, to organizational transitions and long-range planning, to issue-specific consulting—our **Executive Leadership Development** programs offer the best solution for you and your organization.

Executive Leadership Development

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| Senior Executive Assessment Program | 13 |

“The course leader and expert instructors at the Executive Development Seminar did a great job of helping us understand what’s important, and why. It was a ‘forest’ view, instead of the same old ‘trees.’ I have recommended the experience to my colleagues, and will continue to do so.”

Doug Boynton

International Broadcasting Bureau

EMOTIONAL COMPETENCE: WORKING WITH OTHERS FOR RESULTS

Achieving Better Relationships to Improve Personal and Organizational Performance

OVERVIEW

Organizations function better when people get along, but how can you encourage cooperative behaviors in your team? Our Emotional Competence program will help you develop skills to improve personal and professional relationships. Lively sessions emphasize skill development through exercises, demonstrations, discussions, and practice sessions.

Each class begins by exploring participants' skill levels, orientations, expectations, questions, and life experiences—you will be part of a unique group of adult students willing and eager to learn. Course emphasis, exercises, and discussions will vary based on this initial class assessment, but the outline will include:

- ★ Emotional competencies all effective leaders need
- ★ Links between the traits of effective leaders and Emotional Intelligence theory
- ★ Basic skills to identify and utilize emotions
- ★ Importance of emotions in relationships and everyday life
- ★ Most recent research on the functions of feelings and emotions in our lives
- ★ Current challenges to old paradigms in neuroscience and brain development research

HOW YOU WILL BENEFIT

- Understand how interpersonal relationships affect organizational performance
- Discover the organizational benefits of good relationships
- Learn to appreciate and forestall the obvious and hidden costs of bad or strained relationships
- Develop and practice personal and organizational approaches that support good relationships

WHO SHOULD ATTEND

SES members, GS-14s/15s, and their equivalents

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Influencing/Negotiating
- Leveraging Diversity
- Interpersonal Skills
- Political Savvy

LENGTH & COST

2 days. \$2,490
Includes instruction, lunch and break service

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Mar 21 - 23, '07 FEI

Recommended Prior Courses or Experience

Building a Great Place for
People to Work (See Website)



Recommended Follow-on Courses

Coaching Skills for
Federal Executives (See Website)

Emotional Competence:
Working with Others for Results

EXECUTIVE COMMUNICATIONS WORKSHOP

Representing Your Agency to External Audiences

OVERVIEW

Public executives and managers often represent their agencies to external audiences: other organizations, stakeholder groups, the public, Congress, and the media. This highly interactive Executive Communications Workshop will prepare you for these important, visible, high-risk, high-reward interactions, where delivering a clear and concise message is critical. You will practice oral and written communication skills in a variety of settings, including a news conference, a briefing, a public hearing, and a Congressional hearing. Through videotaped sessions and informal debriefings, you will refine your message, improve your presentation style, and learn techniques to emphasize key points to stay on message and avoid surprises. You will exchange ideas with colleagues from other agencies and learn how to develop best practices.

HOW YOU WILL BENEFIT

- Acquire techniques to strategically manage questions and answers from diverse groups
- Represent your agency more effectively to the media and other external audiences
- Enhance your writing skills to clarify your position
- Learn to prepare and present briefings to agency heads, senior staff, or the public
- Learn how to develop and present Congressional testimony

WHO SHOULD ATTEND

Executives, managers, and others who represent their agencies to the media, other agencies, stakeholder groups, the public, or Congress

COMPETENCIES EMPHASIZED in this program

- External Awareness
- Influencing/Negotiating
- Oral Communication
- Written Communication

LENGTH & COST

1 week. \$4,500
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

SCHEDULE

Mar 12 - 16, '07. WMDC



Recommended Prior Courses or Experience

Executive Development Seminar, p. 8

Recommended Follow-on Courses

Leadership for a Democratic Society, p. 10 - 11

Executive Communications Workshop

EXECUTIVE DEVELOPMENT SEMINAR: LEADING CHANGE (EDS)

Getting the Big Picture for Tomorrow Right—Today

OVERVIEW

This Executive Development Seminar will help managers slated for transition to the Senior Executive Service (SES) develop essential leadership skills for upper-level management. You will acquire an agency-level perspective and learn to lead change by examining structure, strategy, and policy. You will also discuss leadership challenges in today's real world and learn what it takes to maintain an ethical environment.

Collaborating with your seminar group, you will design a Government agency, establish its mission, set its goals, and complete an efficient strategic plan aligned with the President's Management Agenda. Guided and independent research will help you determine which Government agencies, Congressional committees, and special interest groups are appropriate partners; group discussion and expert instruction will teach you to interact positively and build these relationships. You will learn the ins and outs of oral communication and improve your political savvy as you prepare for a final presentation in a simulated press conference.

HOW YOU WILL BENEFIT

- Toolbox of fresh approaches for leading change within the Federal Government
- Strategic planning skills recalibrated to executive level
- Improved political ingenuity to identify and cultivate valuable partnerships, coalitions, and relationships with external constituencies
- Better grasp of the relations between the Legislative and Executive Branches and their effect on agency policies
- Improved executive communication skills, both public and interpersonal
- Deeper understanding of a leader's responsibility to maintain an ethical organization
- The seminar is specifically designed to meet the interagency training requirements for SES Federal Candidate Development Program enrollees

WHO SHOULD ATTEND

SES-level managers seeking focused skills development and promotion

Individuals enrolled in a SES Federal Candidate Development Program

COMPETENCIES EMPHASIZED in this program

- External Awareness
- Leveraging Diversity
- Accountability
- Oral Communication
- Political Savvy

LENGTH & COST

2 weeks. \$4,950
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

4 Hours/Graduate

SCHEDULE

Oct 10 - 20, '06 EMDC
Dec 4 - 15, '06 EMDC
Jan 29 - Feb 9, '07 EMDC
Mar 19 - 30, '07 EMDC

Recommended Prior Courses or Experience

Managerial and leadership experience and training

Executive Development Seminar: Leading Change

Recommended Follow-on Courses

Senior Executive Assessment Program, p. 13
Management Assessment Program, p. 19

EXECUTIVE DEVELOPMENT SEMINAR: BLENDED COURSE (EDS)

Blended Course, Online and Residential

OVERVIEW

This blended Executive Development Seminar contains the same developmental activities as the Executive Development Seminar designed to strengthen the ability of senior managers to make the transition to the Senior Executive Service (SES).

The seminar approaches leading change from a high level, involving structure, strategy, and policy. You will design a Government agency, establish the mission, set goals, and complete an efficient strategic plan aligned with the President's Management Agenda and the Program Assessment Rating Tool (PART) with your cohort group. You will determine which Government agencies, Congressional committees, and special interest groups are appropriate partners and practice building these relationships. You will learn to act strategically and communicate orally in a variety of settings.

The eight hours of weekly work during the online session are academically rigorous and collaborative, with readings, discussion assignments, papers, teleconferences, and a group project. In-residence sessions, led by experts and skilled academics, are interactive and hands-on. You will explore your leadership style through a 360-degree assessment and apply concepts appropriate for today's organization, working with diverse groups and maintaining an ethical environment.

HOW YOU WILL BENEFIT

- Acquire and demonstrate new techniques and approaches for leading change within the Federal Government
- Construct a map of the political environment, identifying the diverse stakeholders involved in a policy area
- Enhance your skills in planning and delivering results-oriented performance
- Improve your political savvy by identifying valuable partnerships and coalitions
- Better understand the interrelationship of the Legislative and Executive Branches
- Improve your executive communication skills
- Understand the leader's responsibility for managing an ethical organization
- The seminar is specifically designed to meet the interagency training requirements for SES Federal Candidate Development Program enrollees

WHO SHOULD ATTEND

Experienced managers (GS-14s/15s) who find it difficult to be away for the standard two-week EDS seminar

SES-level managers seeking focused skills development and promotion

Individuals enrolled in a SES Federal Candidate Development Program

COMPETENCIES EMPHASIZED in this program

- External Awareness
- Strategic Thinking
- Political Savvy
- Oral Communication
- Interpersonal Skills

LENGTH & COST

9 weeks. \$3,500
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

4 Hours/Graduate

SCHEDULE

Online Session 1

Mar 19, '07 (8 weeks)

Online Session 2

May 14, '07 (8 weeks)

In-Residence Session

Jul 16 - 20, '07..... WMDC

Recommended Prior Courses or Experience

Management Development Seminar, p. 25

Executive Development Seminar: Blended Course

Recommended Follow-on Courses

Senior Executive Assessment Program, p. 13

LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS)

Historical Foundations for Leading Contemporary Transformations

OVERVIEW

The Federal Executive Institute (FEI) uses the U.S. Constitution as the overarching theme as you build your understanding of the diverse talents, needs, perspectives, and professional goals of your fellow participants, your agencies, and the citizens you serve. FEI fosters executives who excel in a 21st-century world while remaining connected to the Constitutional principles forged in the 18th century. We invite you to join both worlds at FEI.

The themes of FEI's Leadership for a Democratic Society (LDS) program reflect and enhance the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will explore and build your knowledge and skills in personal leadership, transforming public organizations, the policy framework in which Government leadership occurs, and the broad global context of international trends and events that shape Government agendas.

Since 1968, FEI has been known for the personal attention it gives to every executive who attends its programs. FEI's approach builds a learning community where Federal executives and faculty are both teachers and participants. The LDS program is custom designed to fit your particular interests through individual feedback, your choices from a variety of small-group courses and large-group plenary sessions, one-on-one coaching from a faculty facilitator, and assistance from program colleagues in a small Leadership Development Team.

The Leadership Development Team is the cornerstone of the FEI experience.

Working in teams of eight or nine executives with a faculty facilitator, you will build a supportive learning climate and create relationships that span organizational boundaries and last beyond the program's end. During the first week of the program, you will explore the nature of leadership and use data from personal assessments and team experience to determine your leadership strengths and identify areas for development.



LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS) (CONTINUED FROM P. 10)

Your four-week LDS experience includes an array of teaching and learning approaches.

- ★ **Courses and Plenary Sessions** appeal to a variety of learning styles and executive needs. During the last three weeks of the program, you can choose a different course each week from a selection based on the program themes. Small courses feature a wide mix of interactive methods, including group exercises, case studies, simulations, skill practice, instruments, and instructional technologies. The plenary sessions bring the entire class together to focus on program themes and current policy issues.
- ★ Through **Field Experiences** you will explore leadership issues and practices in multiple settings away from the FEI campus, including trips to private, nonprofit, and public organizations.
- ★ You and your colleagues will help each other learn more about your respective Government agencies by delivering presentations on topics of interest in **Executive Forums**.
- ★ FEI's **Wellness Program** is another special feature that helps you balance your career and your health. Beginning with a computer-based Health Risk Appraisal, FEI provides personal data, a physical screening, and presentations on health risks, nutrition, and stress management. Optional daily fitness and walking sessions, as well as nutritional information on FEI's menus, will support you in living a healthy life.

As you prepare to graduate, you will focus on the leadership question "Where do I want to lead my organization in facing the challenges of the future?" and formulate a **Leadership Challenge** to present to your organization back home. You will leave FEI with a **Personal Development Plan** to continue your leadership learning.

HOW YOU WILL BENEFIT

- Gain a broader understanding of the Constitution and how it continues to inform modern-day Government
- Get a better grasp of the policy framework in which executives must lead, and the interplay among major stakeholders at national and global levels
- Develop keen insights into your leadership strengths and areas for development
- Devise a plan to improve your organization's performance
- Increase your networks for enhanced problem-solving support
- Appreciate more fully the importance of Federal service and the diverse talents of Federal executives
- Improve your personal wellness by maintaining a better balance between career and health

WHO SHOULD ATTEND

Senior Executive Service members, GS-15s or equivalent
Selected senior state, local, and international government executives



COMPETENCIES EMPHASIZED in this program

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

LENGTH & COST

4 weeks. \$14,500
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

COLLEGE CREDIT

4 Hours/Graduate

SCHEDULE

Oct 22 - Nov 17, '06 FEI
Jan 7 - Feb 2, '07 FEI
Feb 4 - Mar 2, '07 FEI
Applied Learning Program*
Mar 25 - Jul 20, '07 FEI

***Applied Learning Program:** The first two-week residential segment focuses on the personal leadership theme. Next is a three-month "back home" intersession during which participants apply skills learned at FEI in an Executive Leadership Project. The second two-week residential segment draws lessons from an Executive Learning Project experience and focuses on organizational leadership.

Recommended Prior Courses or Experience

Executive Development Seminar, p. 8
Management Assessment Program, p. 19

Leadership for a Democratic Society

Recommended Follow-on Courses

Leading Public Sector Transformation, p. 12

LEADING PUBLIC SECTOR TRANSFORMATION **NEW**

Develop the Practical Power, Strong Interpersonal Skills, and Clear Organization You Need to Lead Change

OVERVIEW

This fast-paced program is designed to engage you at the most intense level of learning and action. You will leave with a personal roadmap to successfully transform your organization, and a working mastery of the concepts, tools, and practices necessary to initiate, manage, and lead that change. No other transformation program provides you with a network of fellow executives from across the public sector who will share your challenges and triumphs.

FEI's widely acclaimed Leadership for a Democratic Society Program shapes the agenda and learning approach. Curriculum topics will be extremely helpful whether you are preparing for or already engaged in transforming your organization:

- ★ Future thinking and the concepts, principles, and practices of successful transformation
- ★ Your personal leadership style and approach
- ★ People issues before, during, and after transformation
- ★ Communication and conversation during transformation
- ★ Managing and resolving conflict
- ★ Discovering and using your power to change the dialogue
- ★ Managing up and managing the culture
- ★ Securing your network
- ★ Approaching the future openly and creatively

HOW YOU WILL BENEFIT

- Learn how to redirect, shape, or leverage change initiatives that may be inappropriate for your organization in their current forms
- Develop a rich network of public sector colleagues engaged in similar change initiatives
- Forge relationships with FEI faculty and staff committed to helping you move from vision to action
- Better understand the special challenges and opportunities of public sector change

WHO SHOULD ATTEND

SES members, GS-14s/15s, and their equivalents in local and state government

COMPETENCIES EMPHASIZED in this program

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

LENGTH & COST

2 weeks. \$8,995
Includes tuition, materials, meals, lodging

LOCATION

FEI, Chapel Hill, NC

SCHEDULE

Mar 5 - 16, '07 . . . Chapel Hill, NC

Recommended Prior Courses or Experience

Completion of the Leadership for a Democratic Society program or equivalent experience, p. 10 - 11

Leading Public Sector Transformation

Recommended Follow-on Courses

N/A

SENIOR EXECUTIVE ASSESSMENT PROGRAM

Professional Appraisal of Your Senior Executive Service Competencies

OVERVIEW

Do your career plans include being a part of the Senior Executive Service (SES)? Would you like to determine your SES potential or reach a higher SES level? The Senior Executive Assessment Program (SEAP) is an intensive, five-day program through which you analyze your performance on selected competencies from all five Executive Core Qualifications (ECQs): Leading Change; Leading People; Being Results Driven; Business Acumen; and Building Coalitions/Communications. Mastery of the ECQs is one of the key selection requirements for entry to the SES.

You will undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities and undergoing an Assessment Center process. The Assessment Center follows the same standards used for actual SES selection, including real-time observation and assessment of ECQ performance and a ratio of one observer for every two participants. Other methods to assess ECQ levels will include a 360-degree instrument and sample SES job interviews.

A confidential executive coaching session will help you review your assessment and develop an improvement plan.

HOW YOU WILL BENEFIT

- Receive feedback from multiple sources, including superiors, peers, subordinates, coaches
- Assess your potential for SES selection or rising to higher SES levels
- Receive personalized performance assessments on the ECQs necessary for the SES
- Develop an Individual Development Plan (IDP) to improve your ECQs

WHO SHOULD ATTEND

Senior staffers, managers, and executives

Individuals enrolled in an SES Federal Candidate Development Program

Restricted to GS-15s and above or equivalent

COMPETENCIES EMPHASIZED in this program

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Strategic Thinking
- Written Communication

LENGTH & COST

1 week. \$5,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Oct 30 - Nov 3, '06 WMDC
Mar 26 - 30, '07. WMDC



Recommended Prior Courses or Experience

Managerial and leadership experience and training

Recommended Follow-on Courses

Management Assessment Program, p. 19

Senior Executive Assessment Program

“The Leadership Assessment course far exceeded all courses I have attended in my 24 years as a civil service employee. It was informative, interesting, professional, and fun, as we learned not only about others but about ourselves. I highly recommend supervisors attend this course as an important part of their continued learning process.”

Sylvia A. Maine

Department of the Air Force



INDIVIDUAL ASSESSMENT AND DEVELOPMENT

Leadership is not just motivating others to perform well and engaging them in your agency’s mission. Effective leadership takes constant introspection and personal adjustment. The ability to listen and understand as effectively as you communicate is required to build and sustain productive relationships, even with difficult personalities or after tense exchanges.

OPM’s **Leadership Assessment and Development** seminars will help you identify and fortify these and other critical leadership skills, whether you are considering a formal position of leadership for the first time or need some fresh angles on your longstanding leadership career. Let us guide you in planning your personal growth so you can confidently lead your team to peak performance.

Individual Assessment and Development

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DEVELOPING AND COMMUNICATING LEADERSHIP COMPETENCIES

Assessing and Enhancing Your Strengths

OVERVIEW

This course covers the Challenge, Context, Action, and Results model. The course will present five important leadership competencies, and you will use OPM's 360-degree feedback to determine your grasp of them. For each competency presented in this seminar, participants are provided with a full concept of the competency. Participants are then provided with an opportunity to practice demonstrating the competency in a wide variety of learning activities and practice communicating this competency as it pertains to their performance. To culminate your experience, you will summarize your success in a presentation.

HOW YOU WILL BENEFIT

- Understand more thoroughly how to present your abilities in the area of the five highlighted competencies
- Develop a methodology for communicating competencies using the Challenge, Context, Action, and Results format

WHO SHOULD ATTEND

Those interested in a deeper understanding of the highlighted leadership competencies

Those who anticipate moving toward SES positions

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Entrepreneurship
- Flexibility
- Oral Communication
- Partnering

LENGTH & COST

1 week. \$3,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Nov 13 - 17, '06 EMDC
Feb 5 - 9, '07 EMDC

Recommended Prior Courses or Experience

Executive Development Seminar, p. 8

Developing and Communicating Leadership Competencies

Recommended Follow-on Courses

Executive Communication Workshop, p. 7

LEADERSHIP ASSESSMENT PROGRAM

Planning for Leadership Excellence

OVERVIEW

The Leadership Assessment Program (LAP) is an intensive, five-day program designed to help you move into a leadership role or to support you in the initial phase of your management career. You will complete personal assessment inventories and personality and temperament profiles, perform a case study analysis, and participate in various problem-solving activities.

Feedback from a multi-rater instrument and from assessment professionals, combined with videotaped self-observation, are integral aspects of the program. In the context of a broad range of Leadership Competencies, assessment center specialists will help you identify your strengths and areas for improvement. You will leave with new insights to create a personal learning plan for continued leadership growth.

HOW YOU WILL BENEFIT

- Complete your personalized Leadership Development Plan
- Learn how your skills compare with desired Leadership Competencies
- Get a fuller picture of your ability to lead through a 360-degree assessment instrument
- Receive personalized feedback from assessment specialists, superiors, peers, and subordinates
- Understand how personal behaviors relate to effectively managing workplace interactions

WHO SHOULD ATTEND

High-performing career specialists, team leaders, and recently appointed managers

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Decisiveness
- Interpersonal Skills
- Oral Communication
- Problem Solving

LENGTH & COST

1 week. \$4,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 30 - Nov 3, '06 EMDC
Dec 11 - 15, '06 EMDC
Feb 12 - 16, '07 EMDC

Recommended Prior Courses or Experience

Leadership Potential Seminar, p. 18

Leadership Assessment Program

Recommended Follow-on Courses

Management Assessment Program, p. 19
Executive Development Seminar, p. 8

LEADERSHIP ASSESSMENT FOR WOMEN

Appreciating Your Special Abilities and Challenges

OVERVIEW

Leadership Assessment for Women (LAW) is an intensive, five-day program that provides insight into leadership strengths and areas for improvement, with a focus on the challenges facing women in leadership positions. You will be evaluated in several leadership competency areas and coached to build your Individual Development Plan (IDP). Through lectures, exercises, assessments, and individual feedback, LAW provides the critical information needed for supervisors and managers to develop effective strategies to improve their leadership performance and have greater impact on organizational effectiveness and success.

HOW YOU WILL BENEFIT

- Receive a candid appraisal of your leadership style, preferences, and behaviors
- Analyze individual feedback from superiors, peers, and subordinates through a 360-degree assessment instrument
- Assess your approach to managing groups and teams, and your ability to manage relationships
- Learn the factors critical to leadership success, particularly those affecting women leaders
- Acquire critical insights from a confidential planning session with a professional executive coach
- Create an IDP for leadership growth

WHO SHOULD ATTEND

Women with at least one year of supervisory experience who wish to have a rigorous assessment of their leadership capabilities and a fuller understanding of the unique challenges facing women leaders

COMPETENCIES EMPHASIZED in this program

- Creativity/Innovation
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills

LENGTH & COST

1 week. \$4,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Oct 23 - 27, '06WMDC

Recommended Prior Courses or Experience

N/A

Recommended Follow-on Courses

Women's Leadership Seminar (See Website)
Management Development Seminar, p. 25

Leadership Assessment for Women

LEADERSHIP COMMUNICATIONS WORKSHOP: INTERPERSONAL COMMUNICATION



Motivating and Influencing for Success

OVERVIEW

The foundation of great leadership is interpersonal communication. As a public executive, manager, or leader you must effectively communicate to achieve your vision and to accomplish results. This workshop focuses on developing the skills to motivate and influence your direct reports, peers, supervisors, and important stakeholders.

The intense, dynamic format of the course combines lectures and interactive sessions on the key components of effective communication with small-group coaching sessions to practice the skills in real-world simulations. One skilled coach works with small groups of four to six participants using video feedback, public sector case studies, and individual consultations to ensure each person develops an individualized action plan for improving communication skills.

HOW YOU WILL BENEFIT

- Develop skills to maximize the flow of information in an organization and increase performance
- Learn the techniques used by great communicators
- Gain confidence by practicing the key skills for effective communication in real-life simulations
- Learn to defuse the intensity resulting from difficult interactions
- Understand the strong correlation between skill in developing relationships and achieving desired outcomes
- Be prepared to influence up, down, and around in the dynamic world of public sector leaders

WHO SHOULD ATTEND

Executives, managers, and leaders who wish to improve their ability to understand and influence others through improved communications

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering

LENGTH & COST

1 week. \$4,300
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Lower)

SCHEDULE

Dec 4 - 8, '06WMDC

Recommended Prior Courses or Experience

Supervisory Leadership Seminar, p. 28
Seminar for New Managers, p. 27

Recommended Follow-on Courses

Management Assessment Program, p. 19
Management Development Seminar, p. 25

Leadership Communications Workshop

LEADERSHIP FOUNDATIONS SEMINAR

Fundamentals for Aspiring Leaders

OVERVIEW

This participative four-day program is specifically designed to help Federal employees develop a fundamental understanding of leadership. Its individualized training will help you acquire and hone the skills you need to become an influential leader, regardless of your current position or title. Working with a variety of course materials, activities, simulations, role plays, case studies, and instruments, you will discover your leadership potential and learn to become a more supportive follower.

HOW YOU WILL BENEFIT

- Learn how leadership and management are complementary but not interchangeable
- Appreciate individual differences in personalities and how they affect group dynamics
- Improve communication skills, including giving and receiving feedback
- Learn the Situational Leadership Model
- Improve problem-solving and conflict-management abilities
- Develop a personal leadership development action plan

WHO SHOULD ATTEND

Technical specialists, administrative support specialists, and professionals who are not currently supervisors or managers

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Nov 13 - 17, '06WMDC

Recommended Prior Courses or Experience

N/A

Leadership Foundations Seminar

Recommended Follow-on Courses

Leadership Potential Seminar, p. 18

LEADERSHIP POTENTIAL SEMINAR (LPS)

Developing Future Leaders

OVERVIEW

Are you transitioning into the supervisory/management pipeline? Are you a high-achiever outside a traditional position of authority? This seminar will help you cultivate the skills you need to realize your leadership potential and assist your agency in its leadership succession planning. Set in the context of peer-to-peer leadership, this dynamic course will help you find and define your own mandate for leadership. Through assessment, reflection, discussions, and demanding application, you will discover and practice the skills that foster effective and legitimate leadership: self-awareness, continual learning, building and sustaining relationships, and creative problem solving. You will use course insights to outline and implement a strategic action plan that will enhance your potential for leadership and link personal strengths, talents, and objectives to the Government's mission of service.

HOW YOU WILL BENEFIT

- Discover your mandate to lead
- Develop increased awareness of self and others
- Develop effective communication and feedback skills
- Enhance your sense of personal authority and develop traits needed for long-term leadership growth
- Learn to lead others without relying on traditional authority
- Understand the President's Management Agenda as an opportunity for individual leadership
- Learn and practice strategic leadership skills: influencing, negotiating, goal setting, and problem solving

WHO SHOULD ATTEND

High-performing technical specialists, project managers, and professionals, such as lawyers and engineers

Presidential Management Fellows

COMPETENCIES EMPHASIZED in this program

- Emotional Intelligence
- Interpersonal Skills
- Oral Communication
- Service Motivation
- Team Building

LENGTH & COST

2 weeks. \$4,500
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

3 Hours/Graduate

SCHEDULE

Oct 23 - Nov 3, '06WMDC
Nov 27 - Dec 8, '06 EMDC
Jan 16 - 26, '07WMDC
Feb 20 - Mar 2, '07 EMDC
Mar 19 - 30, '07WMDC

Recommended Prior Courses or Experience

Leadership Foundations Seminar, p. 18

Leadership Potential Seminar

Recommended Follow-on Courses

Seminar for New Managers, p. 27
Leadership Assessment Program, p. 16

LEADERSHIP SKILLS FOR NON-SUPERVISORS/NON-MANAGERS

Lead Informally and Effectively

OVERVIEW

This seminar is an intensive one-week program designed for individuals who are not currently in supervisory or managerial positions but take on key leadership roles as analysts, project managers, and technical specialists. The program concentrates on developing informal leadership skills to influence positive organizational success without positional authority. Through its highly participatory and experiential exercises, you will create an integrated development plan that matches your organization's needs with individual achievement and success.

NOTE

Extensive assessment instrumentation must be completed before attending this program. The Management Development Centers need to receive individual nominations, by name, along with an obligating document, no later than four weeks prior to the seminar start date for scoring and analysis to be completed.

HOW YOU WILL BENEFIT

- Discover and test effective models for leadership success
- Understand the importance of personal influence
- Develop values-based leadership practices
- Facilitate groups more effectively
- Cultivate the art of positive interpersonal dynamics
- Learn to influence others without formal authority

WHO SHOULD ATTEND

Technical specialists, analysts, project leaders, scientists, engineers, and professional staff who are currently not supervisors or managers, but wish to learn more about increasing their leadership abilities

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH & COST

1 week. \$3,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

3 Hours/Undergraduate

SCHEDULE

Oct 16 - 20, '06WMDC
Dec 11 - 15, '06 EMDC
Jan 29 - Feb 2, '07WMDC
Mar 5 - 9, '07WMDC

Recommended Prior Courses or Experience

Leadership Foundations Seminar, p. 18

Leadership Skills for Non-Supervisors/Non-Managers

Recommended Follow-on Courses

Leadership Potential Seminar, p. 18

MANAGEMENT ASSESSMENT PROGRAM

Assessment of Your Leadership Strengths

OVERVIEW

The Management Assessment Program (MAP) is an intensive, five-day program that provides supervisors and managers with new insights into leadership strengths and areas for improvement. You will be evaluated in several leadership competency areas and coached to build your Individual Development Plan (IDP). Through lectures, exercises, assessments, and individual feedback, MAP provides the critical information you need to develop effective strategies to improve your leadership performance and have a greater impact on organizational effectiveness and success.

HOW YOU WILL BENEFIT

- Receive a candid appraisal of your leadership style, preferences, and behaviors
- Analyze individual feedback from superiors, peers, and subordinates through a 360-degree assessment instrument
- Assess your approach to managing groups and teams, and your ability to manage relationships
- Learn the factors critical to leadership success
- Acquire important insights from a confidential planning session with a professional executive coach
- Create an IDP for leadership growth

WHO SHOULD ATTEND

Supervisors and managers with at least one year of supervisory experience

Individuals in agency management development programs

COMPETENCIES EMPHASIZED in this program

- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Service Motivation

LENGTH & COST

1 week. \$4,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 16 - 20, '06WMDC
Feb 5 - 9, '07WMDC

Recommended Prior Courses or Experience

N/A

Management Assessment Program

Recommended Follow-on Courses

Management Development Seminar, p. 25
Conflict Resolution Skills, p. 44

PEAK PERFORMANCE: HARNESSING YOUR FULL POTENTIAL

Increasing Your Power to Achieve

OVERVIEW

This unique, state-of-the-art program harnesses your internal commitment to excel through self-development, coaching, and training. You will learn how to achieve peak performance by developing positive-effective thinking, goal setting, attention control, stress and energy management, and visualization and imagery techniques. You will be assigned a personal coach who will give you a tailored feedback experience and improvement plan to use during the four-week period, and you will identify key baselines for measuring your success.

HOW YOU WILL BENEFIT

- Achieve performance excellence through sustained peak performance
- Improve your analysis, problem solving, and decisionmaking through enhanced attention, concentration, and focus
- Be able to perform optimally even under conditions of high pressure, demand, and stress
- Learn how to anticipate and manage change to enhance your performance
- Enhance your communication and team leadership skills through improved self-control of emotion and energy

WHO SHOULD ATTEND

Those who have multiple and competing responsibilities, who work under constant pressure and stress, and who challenge themselves to sustain superior performance

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Flexibility
- Resilience
- Vision

LENGTH & COST

\$4,900
This course is broken down into one 3-day session and two 2-day sessions with coaching in between. Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Session One
Oct 3 - 5, '06 EMDC
Nov 13 - 14, 06 EMDC
Dec 5 - 6, '06 EMDC

Session Two
Jan 8 - 10, '07 EMDC
Feb 20 - 21, '07 EMDC
Mar 19 - 20, '07 EMDC

Recommended Prior Courses or Experience

Resiliency Camp, p. 46

Peak Performance: Harnessing Your Full Potential

Recommended Follow-on Courses

N/A





MANAGEMENT AND SUPERVISORY SKILLS

Our **Management and Supervisory Skills** seminars address contemporary workforce issues such as coaching and mentoring for succession planning, and collaborative leadership within and across agency boundaries. Because OPM instructors have such long-term Federal Government experience, you will also learn time-tested facilitation and team-building skills, and get a better grasp of the **Strategic Management of Human Capital** initiative and other essential components of the **President’s Management Agenda**.

Two new courses will help you create a people-centered, inclusive workplace geared for success even in times of instability. **GrassRoots Leadership** will help you empower individuals to share the corporate responsibility to achieve excellence and the **First 90 Days in Government** seminar will teach you how to navigate agency transitions and seal their success from the start.

Management and Supervisory Skills

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| Coaching and Mentoring for Excellence | 22 |
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| Team Building and Team Leadership | 29 |

COACHING AND MENTORING FOR EXCELLENCE

Maximizing Employee Development and Performance

OVERVIEW

Succession planning is an urgent issue for Federal agencies because of our aging workforce. Many agencies are including coaching and mentoring as part of their succession planning to meet this need and fulfill the President's Management Agenda requirement for Strategic Management of Human Capital. The updated and revised Coaching and Mentoring for Excellence program will teach you to coach and mentor individuals in a variety of situations: those in succession or developmental programs, those who want to complete Individual Development Plans (IDP), or those who want to move to the next level of performance. Through a dynamic combination of classroom instruction, small group interaction, and practice sessions, you will learn effective coaching and mentoring strategies and skills, and how to develop and maintain a mentoring relationship.

HOW YOU WILL BENEFIT

- Learn coaching and mentoring strategies and skills, including listening effectively, giving feedback, and guiding others
- Understand the relationship between coaching and mentoring
- Learn a simple coaching and mentoring framework that can be applied to different types of people
- Get feedback on how your coaching skills appear to others
- Learn to consider the learning styles of others so you can coach or mentor more effectively
- Build an IDP to continue your development as a coach or mentor

WHO SHOULD ATTEND

Anyone in a position to coach or mentor other employees, formally or informally

Supervisors, managers, or executives who may coach or mentor within their agency's succession plan, or who want to develop others on their staff

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- External Awareness
- Problem Solving
- Strategic Thinking
- Technical Credibility

LENGTH & COST

1 week. \$3,300
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Dec 4 - 8, '06 WMDC
Feb 12 - 16, '07 WMDC

Recommended Prior Courses or Experience

Managerial and leadership experience and training

Coaching and Mentoring for Excellence

Recommended Follow-on Courses

Senior Executive Assessment Program, p. 13
Management Assessment Program, p. 19

COLLABORATIVE LEADERSHIP SEMINAR **NEW**

Creating and Building Relationships to Influence Progress

OVERVIEW

Collaboration among individuals, teams, and organizations is a critical dimension of modern leadership in public service today. Although successful collaborative leadership is rooted in self-reflection, it is practiced within relationships and diverse, interrelated contexts. In this seminar, you will indeed learn about yourself, and see yourself, your choices, and your decisions strategically; however, the dynamics of relationship building and the exercise of personal authority within such relationships are also interwoven throughout the course. You will learn to: think and work in systems, involve others, influence processes and progress through others, see and communicate an overarching mission and common purpose, contribute to cultural coherence among Government offices and agencies, and build community with private enterprises.

HOW YOU WILL BENEFIT

- Appreciate your "self" in relationships within an organizational and governmental context and as an individual leader discovering, developing, and deploying your personal strengths
- Develop rigorous habits of the mind and good judgment that will help you project and exercise a personal authority to get things done, whether or not you are in charge
- Understand others: seeing issues from multiple perspectives, practicing empathy and active listening
- Lead your team to collaborate across boundaries, within groups, and through interdependent decisionmaking

WHO SHOULD ATTEND

Federal workers with the talent to lead group projects, task forces, work teams

Those preparing for supervisory or managerial roles

Novice leaders involved in team projects

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Influencing/Negotiating

LENGTH & COST

2 weeks. \$4,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Oct 10 - 20, '06 EMDC
Jan 29 - Feb 9, '07 EMDC

Recommended Prior Courses or Experience

Leadership Foundations Seminar, p. 18

Collaborative Leadership Seminar

Recommended Follow-on Courses

Seminar for New Managers, p. 27

DEVELOPING HIGH-PERFORMING TEAMS

Demystifying the “Magic” of Exceptional Teamwork

OVERVIEW

This seminar, revised extensively from the 2006 version, is an advanced course for experienced team leaders and team members interested in expanding their options and skills for developing powerful, high-performance teams within and among organizational units. With the practical tools this experiential seminar provides, you will explore how to revitalize and raise the bar for established teams; help teams respond to change; launch new or merged teams; “jump-start” short-term project teams; manage multiple alliances; and forge collaborative action among organizational units or agencies.

You will learn realistic strategies for aligning effort, tapping the synergy inherent in individual differences, and creating teams that meet ever-increasing demands for excellence and innovation.

HOW YOU WILL BENEFIT

- Ability to explore different team function levels and identify key elements that characterize high-performance teams
- Techniques to assess your current team’s effectiveness and needs, as well as your own leadership qualities
- Experience using “how to” tools for team development
- Discern when teams are most appropriate
- Methods to create a positive team culture in which members are invested in one another’s success, manage different perspectives, strengthen team leadership skills, and work more effectively with underperforming or “problem” team members
- Ideas to apply the seminar lessons back home to develop current or future teams

WHO SHOULD ATTEND

Experienced team leaders and team members (participating in work-unit or cross-functional teams) interested in strengthening teamwork

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Interpersonal Skills
- Leveraging Diversity
- Partnering
- Team Building

LENGTH & COST

1 week. \$3,300
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

SCHEDULE

Mar 19 - 23, '07 WMDC

Recommended Prior Courses or Experience

Team Building and Team Leadership, p. 29

Developing High-Performing Teams

Recommended Follow-on Courses

Facilitative Leadership Seminar, p. 23

FACILITATIVE LEADERSHIP SEMINAR

Toward More Effective Work Groups, Teams, and Organizations

OVERVIEW

Managers repeatedly encounter situations that need more collaborative responses, but can’t always come up with the right catalyst to invigorate their team dynamic. This seminar is designed as a learning laboratory to develop your facilitation skills for such stalemates. “Facilitative Leadership” refers to the art and practice of powerfully engaging an organization’s individuals to make the most of their personal abilities, contribute those abilities constructively toward team performance, and take real pride in the process and the team’s success. Using real-life experiences, videotaping, and one-on-one personal feedback, this seminar will help you develop leadership skills for a variety of complex situations.

HOW YOU WILL BENEFIT

- Acquire specialized skills to identify, diagnose, and resolve interpersonal behaviors that may be undermining your team’s success
- Learn new approaches to leading workgroups, teams, and organizations to greater effectiveness
- Experiment with innovative solutions to problem solving in groups
- Strengthen your ability to inspire stronger commitment and loyalty
- Increase team collaboration and cooperation to achieve new levels of thinking and performance

WHO SHOULD ATTEND

Managers, supervisors, facilitators, team leaders, and project managers

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH & COST

1 week. \$3,100
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

SCHEDULE

Nov 27 - Dec 1, '06 WMDC
Mar 12 - 16, '07 WMDC

Recommended Prior Courses or Experience

Developing High-Performing Teams, p. 23

Facilitative Leadership Seminar

Recommended Follow-on Courses

Management Development Seminar, p. 25

FIRST 90 DAYS IN GOVERNMENT: CRITICAL SUCCESS STRATEGIES FOR LEADERS IN THE PUBLIC SECTOR **NEW**

Starting Out Strong

OVERVIEW

Leadership transitions are times of great opportunity as well as vulnerability because organizational direction and mandates are not yet clear, and working relationships and personal support have not yet been established. Are you moving into a new leadership position? Is your organization in transition? Your actions in the first few months of transition are critical. You will lay a foundation for long-term success by establishing momentum with some early wins.

During this session, you will learn how to diagnose your situation for risks and opportunities. You will discover how to learn about your new organization and quickly establish your priorities, leaving the session with a strong transition plan. Perhaps most important, you will receive solid advice about how to manage key relationships by building teams and creating alliances.

Recommended Prior Courses or Experience

Seminar for New Managers, p. 27

HOW YOU WILL BENEFIT

- Diagnose key aspects of your leadership approach: learning preference, leadership style, strengths, weaknesses
- Accelerate your transition to new leadership assignments using a proven framework and tested tools
- Become alert to common pitfalls that derail leaders in all stages of their careers
- Identify different types of transitions and strategies appropriate in each of them
- Create strategies to gain necessary support from your peers, team, and boss

WHO SHOULD ATTEND

Individuals who are new to Government or experienced individuals transferring from one agency to another, who supervise, manage, or lead efforts to transform an organization

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Influencing/Negotiating
- Political Savvy
- Strategic Thinking
- Team Building

LENGTH & COST

3 days. \$1,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Oct 10 - 12, '06 EMDC
Feb 12 - 14, '07 EMDC

Recommended Follow-on Courses

Management Development Seminar, p. 25

GRASSROOTS LEADERSHIP: IT'S YOUR SHIP **NEW**

Empowering Your People to Share the Responsibility for Achievement

OVERVIEW

Leading change and producing results is challenging in the Federal Government. The controls necessary to manage the largest employer in the United States also create bureaucratic barriers to success. This is exactly what Captain Mike Abrashoff experienced when he took command of *USS Benfold*. Using GrassRoots Leadership, a principle that empowers every individual to share the responsibility for achieving excellence, he was able to produce outstanding results. Mike would tell his people, "It's your ship," to encourage them to act in the best interest of the organization, and then he would support their best efforts. The strategies and tools behind *Benfold's* success are brought to life in this workshop, based on Mike's best-selling book, *It's Your Ship*.

HOW YOU WILL BENEFIT

- Learn the importance of leading by example
- Understand the need to communicate purpose and generate unity
- Learn techniques to create a climate of trust
- Explore ways to listen aggressively, so you hear and understand what your people are telling you
- Comprehend the power in strengthening others to create a winning environment

WHO SHOULD ATTEND

Leaders and managers at all levels interested in building a people-centered environment as a foundation for a high-performing organization

COMPETENCIES EMPHASIZED in this program

- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH & COST

3 days. \$1,700

LOCATION

TBD (See Website)

SCHEDULE

Oct 31 - Nov 2, '06TBD
Jan 30 - Feb 1, '07TBD
Mar 27 - 29, '07TBD

Recommended Prior Courses or Experience

N/A

Recommended Follow-on Courses

Seminar for New Managers, p. 27
Management Development Seminar, p. 25

GrassRoots Leadership: It's Your Ship

MANAGEMENT DEVELOPMENT SEMINAR (MDS)

Transitioning from Manager to Leader

OVERVIEW

In this seminar, revised for 2007, experienced mid-level managers are provided tools they need to make the transition from a manager to an effective leader. Participants step into the world of dynamic thinking, creativity, and innovative results-producing performance. Participants are shown ways to achieve superior levels of organizational excellence and deal with the day-to-day challenges of their workplace through guided discussions, practical exercises, case studies, experiential activities with facilitated debriefings, and individual assignments. You will explore your own personal leadership philosophy and its effectiveness, learn how you can enhance it, and then develop an action plan for success. Assessment instruments that provide feedback are used to develop information on how the participants are perceived by their peers, employees, superiors, and customers. Each participant will receive a personal executive coaching session. The seminar will provide a safe forum to practice new skills and techniques and help you achieve real results.

HOW YOU WILL BENEFIT

- Improve your performance by receiving personal feedback and executive coaching
- Improve your competencies while focusing on personal strengths and weaknesses
- Acquire new approaches to managing that can lead to greater organizational efficiency
- Develop concepts and skills for partnering and building more effective teams
- Examine core value issues and their impact on the Federal manager
- Be inspired to commit to becoming a better leader

WHO SHOULD ATTEND

Mid-level managers with two or more years of experience at the managerial level

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Interpersonal Skills
- Oral Communication
- Strategic Thinking
- Vision

LENGTH & COST

2 weeks. \$4,750
Includes meals, lodging, tuition, course materials, and individual coaching

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

3 Hours/Undergraduate (Upper)
3 Hours/Graduate

SCHEDULE

Oct 16 - 27, '06 WMDC
Dec 4 - 15, '06 EMDC
Jan 22 - Feb 2, '07 EMDC
Feb 26 - Mar 9, '07 WMDC
Mar 26 - Apr 6, '07 EMDC



Recommended Prior Courses or Experience

Seminar for New Managers, p. 27

Recommended Follow-on Courses

Executive Development Seminar, p. 8
Conflict Resolution Skills, p. 44

Management Development Seminar

MOTIVATING FOR RESULTS

Bringing Out the Best in People Through Inclusion

OVERVIEW

Motivating for Results is an advanced leadership course that will give you the skills to bring out the best in your people and your organization. You will get a clear understanding of what drives high performance and how individual values determine why we miss or reach our goals. You will learn to build respect and trust by leading with authenticity, and to create and sustain a synergistic workplace that motivates and inspires others. The course will teach you how to maintain an inclusive environment by leveraging the similarities and differences within your workforce. Motivating for Results combines assessments and individual decision-making, problem-solving, and behavioral styles with demographic workforce data and practical tools to increase workplace effectiveness.

HOW YOU WILL BENEFIT

- Gain insights into how you approach change and resolve conflict
- Use your leadership style to build strength through acceptance and reinforce openness and consistency
- Communicate more clearly by understanding the concepts of intent, impact, feedback, and active listening
- Identify the link between leadership and a thriving, inclusive environment
- Analyze and understand the business case for inclusion through case study analysis
- Enhance team performance by appreciating diversity and making individuals feel valued

WHO SHOULD ATTEND

Leaders who want to create participatory, accepting work environments and motivated teams

Leaders interested in enhancing their own inclusive leadership style

COMPETENCIES EMPHASIZED in this program

- Flexibility
- Influencing/Negotiating
- Interpersonal Skill
- Resilience
- Service Motivation

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Oct 2 - 6, '06 WMDC

Recommended Prior Courses or Experience

N/A



Recommended Follow-on Courses

Coaching and Mentoring for Excellence, p. 22
Management Assessment Program, p. 19

Motivating for Results

SEMINAR FOR NEW MANAGERS: LEADING PEOPLE (SNM)

A Powerful, Interactive Learning Experience for New Managers

OVERVIEW

Highly motivated new managers should take this opportunity to acquire crucial leadership competencies for successful transition from first-line supervision into management. Experienced managers who have not had the opportunity to develop these competencies formally will also benefit.

Faculty from the Management Development Centers, the Federal leadership community, universities, and the private sector will use a very interactive and experiential approach in this seminar. Adult learning methods include scenario thinking, case studies, and group exercises. Instructors will also apply current information on leadership theory and practice to your real organizational problems. You will diagnose your preferred leadership styles and learn their appropriate use, and develop skills in conflict resolution, human capital management, leveraging diversity, emotional intelligence, problem solving, and communication.

HOW YOU WILL BENEFIT

- Develop new skills to accomplish work through peers and subordinates
- Become more astute at adapting your leadership styles to diverse groups
- Acquire new conflict management tools to resolve organizational challenges
- Better understand the flexibilities available in managing human capital
- Increase your commitment to and understanding of the leadership role
- Enhance your awareness of the role emotional intelligence plays in managerial effectiveness

WHO SHOULD ATTEND

New managers, typically those with subordinate supervisors in the early stages of their management position

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Human Capital Management
- Leveraging Diversity
- Interpersonal Skills
- Problem Solving

LENGTH & COST

2 weeks. \$4,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

3 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Oct 10 - 20, '06 WMDC
Nov 27 - Dec 8, '06 EMDC
Jan 22 - Feb 1, '07 WMDC
Feb 26 - Mar 9, '07 EMDC

"I just wanted to let you know that the Seminar for New Managers far exceeded my expectations of a Federal training session. It was professional and interesting. I will recommend this session to all first-line supervisors I talk to."

Virginia Pollard

Equal Employment Opportunity Commission

Recommended Prior Courses or Experience

Supervisory Leadership Seminar, p. 28
Experience as first-line supervisor

Seminar for New Managers

Recommended Follow-on Courses

Management Development Seminar, p. 25

SUPERVISORY LEADERSHIP SEMINAR: LEARNING TO LEAD (SLS)

Gaining Fundamental Tools and Techniques

OVERVIEW

This seminar will provide new supervisors with basic supervisory and leadership skills. You can take the course as a two-week unit, or either week can be taken alone. Topics covered in the supervision portion of the seminar include managing within the merit system, performance management, the hiring process, managing human capital, position descriptions, and project management. Leadership topics include emotional intelligence, leadership through coaching, planning your success, leadership teams, managing conflict, and creating an inclusive environment. You will participate in self-assessment activities, small group discussions, and share best practices. Personal assessments included in the two-week format are DISC, LBAIL, Project Planning Situation Analysis, and a variety of problem-solving case studies.

HOW YOU WILL BENEFIT

- Acquire and practice basic supervisory and leadership skills and tools
- Understand the hiring process, as well as recruiting and managing within the Merit system
- Learn the basics of project management and position description development
- Learn how to diagnose and address problem situations and poor performance
- Develop various leadership styles and team building techniques
- Coach, communicate, and give feedback more effectively
- Learn to value human capital and create an inclusive environment

WHO SHOULD ATTEND

New Government supervisors and experienced supervisors looking to sharpen management and leadership skills

COMPETENCIES EMPHASIZED in this program

- Human Resources Management
- Interpersonal Skills
- Conflict Management
- Problem Solving
- Team Building

LENGTH & COST

Supervisory Leadership Seminar: **Supervision**
1 week. \$2,900

Supervisory Leadership Seminar: **Leadership**
1 week. \$2,900

Cost for **both weeks** is \$4,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

For each individual week:
2 Hours/Undergraduate or Graduate
4 Hours/Undergraduate or Graduate for 2 weeks

SCHEDULE

Week 1: Supervision

Oct 23 - 27, '06 EMDC
Nov 27 - Dec 1, '06 WMDC
Jan 22 - 26, '07 EMDC
Mar 5 - 9, '07 WMDC

Week 2: Leadership

Oct 30 - Nov 3, '06 EMDC
Dec 4 - 8, '06 WMDC
Jan 29 - Feb 2, '07 EMDC
Mar 12 - 16, '07 WMDC

Recommended Prior Courses or Experience

Leadership Potential Seminar, p. 18



Recommended Follow-on Courses

Seminar for New Managers, p. 27

TEAM BUILDING AND TEAM LEADERSHIP

Fostering Commitment Toward Common Goals

OVERVIEW

Government reform has created downsized and flattened organizations that need to manage their work in new ways. The resulting growth of team-oriented workplaces and wider spans of control has created a whole host of new leadership challenges, as well. This seminar will help you develop fundamental skills for effective team participation and leadership. You will learn to apply basic team processes and tools to foster commitment and trust, empower people to appreciate their differences, and create synergy for accomplishing organizational goals. The techniques in this program are extremely useful for organizations that use work-unit or project teams.

HOW YOU WILL BENEFIT

- Learn to discern when teams are most appropriate
- Strengthen the interpersonal and managerial skills critical to productive teamwork
- Develop techniques to create a team identity, value and understand diversity, and encourage participation
- Sharpen and reinforce key team leadership skills, including using influence without authority
- Invent new strategies to manage team conflict

WHO SHOULD ATTEND

Team members, including leaders, facilitators, and supervisors

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Team Building

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV
WMDC, Aurora, CO

COLLEGE CREDIT

3 Hours/Undergraduate (Upper)

SCHEDULE

Nov 13 - 17, '06 EMDC
Feb 12 - 16, '07 WMDC
Mar 19 - 23, '07 TBD



Recommended Prior Courses or Experience

Experience with teams or workgroups
as a member or leader

Team Building and Team Leadership

Recommended Follow-on Courses

Facilitative Leadership Seminar, p. 23
Developing High-Performing Teams, p. 23

“My experience with the Alternative Dispute Resolution Seminar was a real eye-opener. Besides the outstanding manner in which the course was conducted, the staff was most professional. I came away with something that I began talking about and using immediately upon my return to work.”

Russell Clark, Jr.

Office of the Under Secretary of Defense



ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES

If you are a 21st-century Federal Government executive, conflicting priorities crowd the top of your list. You must constantly redesign the structure and culture of your workplace, yet never waver from your agency's mission. You need time to reflect on and hone your own leadership skills to maintain authority and trust, yet you must never take your mind off successful day-to-day operations. The **Federal Executive Institute's Organizational Leadership** programs can help you balance these and other competing issues. We have a long history of helping senior executives plan, communicate, and implement the steps between vision and accomplishment, and you will benefit from our insights into why agencies fall short of their goals.

We will walk you through staff assessments that will teach you to value individual strengths and tap the energy from generational and cultural diversity. You will learn how to challenge and inspire your employees to productive innovation, creating new partnerships across organizational boundaries, and cultivating the collaboration needed to meet the highest performance standards.

Organizational Leadership for Executives

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| Building High-Performance Organizations in the 21st Century | 32 |
| Collaborating Across Organizational Boundaries | 33 |
| Creative Breakthroughs: Innovating in Government. | 34 |
| Leading Across Generations | 35 |
| Leading Strategically: From Vision to Performance. | 36 |
| Strategic Leadership: Building Performance-Based Organizations. | 37 |
| Strategic Leadership: Leading Culture Change | 37 |

BUILDING HIGH-PERFORMANCE ORGANIZATIONS IN THE 21ST CENTURY

Understanding the Theory and Practice of Organizational Change

OVERVIEW

Building High-Performance Organizations in the 21st Century is based on three assumptions:

- ★ Through your years of observation, you are an expert on your organization
- ★ You want to lead a change process to build a high-performance organization
- ★ You can better effect change if you have a framework for your knowledge of organization theory

Take the role of diagnostic consultant to look inside your agency and ask, “How can I move it toward high performance?” This process will help you link your expert knowledge about your surroundings with the best organizational theory to transform your agency into one that delivers high-quality products and services, outstanding customer value, and sound financial performance. Presentations will be varied. Small-group formats will maximize discussion “airtime.” You will be able to consult with the faculty outside of class throughout the program for individualized feedback.

HOW YOU WILL BENEFIT

- Discover why most organizations today need a significant paradigm shift to raise their performance level
- Appreciate the critical nature of leadership as the primary “lever” to begin positive organizational change
- Grasp the importance of developing and articulating a shared vision for the organization
- Understand how commonly held organizational values can play a central role in performance building
- Recognize organizational strategies, structures, and systems that currently inhibit change and learn to use them as catalysts

WHO SHOULD ATTEND

This program is designed for SES members, GS-14s/15s and their equivalents.

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Entrepreneurship
- External Awareness

LENGTH & COST

4 days. \$2,995
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jan 8 - 11, '07 FEI

Recommended Prior Courses or Experience

Recommended Follow-on Courses

Collaborating Across Organizational Boundaries, p. 33

**Building High-Performance Organizations
in the 21st Century**

Leading Strategically: From Vision to Performance, p. 36

COLLABORATING ACROSS ORGANIZATIONAL BOUNDARIES

Identifying and Solving the Problems of Working with Other Organizations

OVERVIEW

As leaders, we need to get out of our stovepipe mentality and start collaborating. Downsized workforces, complex problems that can't be solved from a single discipline or point of view, and customers who don't want to shop around, all create an increasing need for collaboration and partnerships. FEI's faculty is seeing a trend toward greater collaboration among Federal agencies, with state and local agencies, with nonprofits, and even private sector firms.

By collaboration, we mean two or more organizations jointly producing something that neither could produce as well on its own. The organizations share resources, decisionmaking, and ownership of the final product or service. It sounds great, but how do you develop the needed trust? How do you deal with different funding streams, measurement systems, and cultures? And what about the egos and turf issues that get in the way? This workshop helps answer those questions.

HOW YOU WILL BENEFIT

- Identify the many ways successful collaboration will benefit your organization
- Learn how other agencies are succeeding through collaboration, and which "speed bumps" have slowed their progress
- Develop strategies for anticipating and dealing with the issues you will face while collaborating
- Create and apply a tested framework for implementing successful collaboration in your agency

WHO SHOULD ATTEND

This program is designed for SES members, GS-14s/15s, and their equivalents.

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering

LENGTH & COST

2 days. \$2,995
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Feb 1 - 2, '07 FEI



Recommended Prior Courses or Experience

ABCs of Effective Relationships (See Website)

Collaborating Across Organizational Boundaries

Recommended Follow-on Courses

Leading Strategically: From Vision to Performance, p. 36

CREATIVE BREAKTHROUGHS: INNOVATING IN GOVERNMENT

Unleashing Creativity to Improve Your Organization's Performance

OVERVIEW

Creative solutions need not come from outside experts. They are waiting to be discovered in the people who know your organization best: you and your co-workers. Bring your team to FEI's Creative Leadership program or come by yourself. Learn proven techniques for becoming deliberately creative, then practice applying these methods using key issues drawn from your organization.

Do you need new ideas? This program teaches you a step-by-step process used in real-world situations to plan strategically, develop new products, clarify vision and mission, and reduce costs. Whether you're participating as an individual or as part of a team, bring a complex problem to the program, and

- ★ Clarify the issue to make sure you're solving the right problem
- ★ Work on techniques to effectively evaluate your ideas
- ★ Develop an action plan including practical techniques for successfully implementing solutions

HOW YOU WILL BENEFIT

- Understand how to build group consensus around complex issues
- Learn to encourage and ensure consideration of many breakthrough or "outside-the-box" ideas
- Dramatically reduce off-focus debates and tangents
- Reduce the number and duration of meetings
- Discover how to foster equal participation by all group members, including bosses and subordinates
- Acquire techniques to speed up group decisionmaking

WHO SHOULD ATTEND

This program is designed for SES members, GS-14s/15s, and their equivalents.

COMPETENCIES EMPHASIZED in this program

- Accountability
- Decisiveness
- Influencing/Negotiating
- Political Savvy
- Problem Solving

LENGTH & COST

2 days. \$2,490
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jan 18 - 19, '07 FEI



Recommended Prior Courses or Experience

The Aspen Institute Executive Seminar (See Website)

Creative Leadership

Recommended Follow-on Courses

Leading Across Generations, p. 35

LEADING ACROSS GENERATIONS

Learn to Use Generational Differences to Improve Your Workplace and Increase Productivity

OVERVIEW

The Federal workforce today teems with valuable diversity and difference. While race and gender often dominate diversity discussions, another point of tension (and opportunity) is often overlooked: generational differences. In today's workplace, four distinct generations are working together:

- ★ Traditionalists (born approximately 1922–43)
- ★ Baby Boomers (1943–60)
- ★ Generation X (1960–80)
- ★ Millennials (1980–?)

Although these groups share some outlooks and beliefs, each possesses unique values and attitudes born of its history and experiences. These values significantly impact the workplace styles, preferences, behaviors, and expectations of each generation. Generational differences can cause conflict or dysfunction in the workplace, but if they are understood, recognized, valued, and leveraged, they can result in greater productivity and harmony.

FEI's provocative and interactive session will help you understand the histories, personalities, strengths, and challenges of our four workplace generations. You will explore together how to lead, manage, recruit, and retain colleagues of various ages and experience levels.

HOW YOU WILL BENEFIT

- Understand the cycles of generations in American society, and the demographics, events, and trends that have shaped them
- Become more aware of generational differences and challenges
- Train yourself to reexamine perceptions and stereotypes of the four generations in your workplace
- Learn to appreciate and value work-style differences across the generations
- Recognize the ways age diversity can be a strategic advantage for your organization
- Develop effective strategies for recruiting and retaining members of the different generations

WHO SHOULD ATTEND

This program is designed for SES members, GS-14s/15s, and their equivalents.

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility

LENGTH & COST

2 days. \$2,305
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Jan 30 - 31, '07 FEI

Recommended Prior Courses or Experience

Creative Leadership, p. 34

Leading Across Generations

Recommended Follow-on Courses

Understanding the 360-Degree Leader
(See Website)

LEADING STRATEGICALLY: FROM VISION TO PERFORMANCE **NEW**

Identifying and Applying Proven Techniques for Improving Organizational Performance

OVERVIEW

“Developing a new strategic plan” is one of the most common (and essential) ways an organization addresses changes in its environment. Unfortunately, “wondering what went wrong” is an all-too-common follow-up. How do high-performing organizations identify and complete the vital steps between planning and implementation?

The Federal Executive Institute’s Leading Strategically: From Vision to Performance is designed to provide practical skills for leaders in rapidly changing environments. It will begin with the best ways to develop, communicate, and refresh your organizational vision through engaging and supporting your staff. Then you will focus on ways to effectively evaluate performance on each goal as the change effort progresses. Throughout the program, your action steps will be based on the most current academic theory.

This fast-paced program, composed of large- and small-group discussions and exercises, will help you identify changes your organization needs to make it realize its vision. It will provide the tools you need to work with your people, the key players in any successful change effort.

HOW YOU WILL BENEFIT

- Understand why the beginning of the change process often determines future success
- Appreciate how leadership can be the critical, primary “lever” to begin positive organizational change
- Grasp the importance of developing and articulating a shared vision for the organization
- Learn how to help your staff do things differently, an essential element in reaching a different result

WHO SHOULD ATTEND

This program is designed for SES members, GS-14s/15s, and their equivalents in local and state government.

COMPETENCIES EMPHASIZED in this program

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

LENGTH & COST

3 days. \$2,490
Includes tuition, materials, meals, lodging

LOCATION

FEI, Charlottesville, VA

SCHEDULE

Mar 19 - 21, '07..... FEI

Recommended Prior Courses or Experience

Developing a Human Capital Strategy (See Website)

Leading Strategically: From Vision to Performance

Recommended Follow-on Courses

Leaders Growing Leaders (See Website)

STRATEGIC LEADERSHIP: BUILDING PERFORMANCE-BASED ORGANIZATIONS

A Roadmap for Success

OVERVIEW

This first in a series of two courses focuses on the organizational systems and structures necessary to create high performance. In the fast-changing global workplace, there is no longer one organizational structure that can be used universally to increase organizational performance. Each organization, department, and division must define the best systems and structures for its specific vision, mission, strategies, and competencies. As a leader, you must get input and support from the experts who are busy doing the work of the organization and create alignment with customers and stakeholders.

This course provides the public sector executive and manager with a roadmap to build organizational systems that are dynamic, flexible, and outcome-focused. The faculty includes academics, organizational consultants, and public sector executives who have been successful in creating high performance.

HOW YOU WILL BENEFIT

- Learn to link organizational competencies to outcomes and results defined in your strategic plan
- Define “high performance” for your organization and develop a model that ensures complete alignment
- Explore performance-based diagnostic models that will help you assess current performance
- Identify the gaps between existing and desired states
- Understand the latest research on leadership style and its link to organizational performance
- Develop an action plan to improve performance in the organization

WHO SHOULD ATTEND

Executives and senior managers who have the responsibility and influence to drive results and lead change

COMPETENCIES EMPHASIZED in this program

- Accountability
- External Awareness
- Influencing/Negotiating
- Strategic Thinking
- Vision

LENGTH & COST

1 week. \$3,300 or \$4,850 for both seminars
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Graduate

SCHEDULE

Feb 5 - 9, '07WMDC

Recommended Prior Courses or Experience

Management Development Seminar, p. 25

**Strategic Leadership:
Building Performance-Based Organizations**

Recommended Follow-on Courses

Executive Development Seminar, p. 8
Senior Executive Assessment Program, p. 13

STRATEGIC LEADERSHIP: LEADING CULTURE CHANGE

Driving High Performance

OVERVIEW

This second in a series of two courses provides executives and managers with tools and strategies to lead effective organizational change that results in increased performance. When you design systems to support outcomes and strategic plans, you must also change the culture of your organization to support the new systems. In any change initiative, it is the cultural change that is the most difficult. How do you create an environment in which people committed to high performance are driving the change? In this course, you will assess your current culture, understand your leadership role in the change process, and develop skills to lead your organization to high performance. The faculty includes academics, organizational consultants, and public sector colleagues who have been successful in leading change.

HOW YOU WILL BENEFIT

- Understand the power of culture in any organization, and how to link values with culture change
- Assess readiness for culture change and create an action plan to implement it
- Learn effective ways to communicate your vision, and create buy-in to the change process
- Understand the systemic dynamics of the change process and the power of culture to determine performance levels
- Acquire tools to create an innovative learning organization that will design and redesign itself, based on changing needs
- Learn the skills to lead through chaos from public sector colleagues

WHO SHOULD ATTEND

Executives and senior managers who have the responsibility and influence to drive results and lead change

COMPETENCIES EMPHASIZED in this program

- External Awareness
- Influencing/Negotiating
- Partnering
- Strategic Thinking
- Vision

LENGTH & COST

1 week. \$3,300 or \$4,850 for both seminars
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

1 Hour/Graduate

SCHEDULE

Feb 12 - 16, '07WMDC

Recommended Prior Courses or Experience

Management Development Seminar, p. 25

Strategic Leadership: Leading Culture Change

Recommended Follow-on Courses

Executive Development Seminar, p. 8
Senior Executive Assessment Program, p. 13



POLICY AND INITIATIVES

The **President’s Management Agenda (PMA)** and a long list of **National Policy** programs dictate nearly every aspect of how your agency operates. Although you want to learn and draw inspiration from customer-driven, private sector business models, you must also be sure your agency follows the PMA and other Government initiatives. Our **Policy and Initiatives** courses will help you stay on top of these reforms. Learn the nuances of the Department of Defense’s **National Security Personnel System (NSPS)**, the urgent security changes being implemented by Homeland Security, and the budget benefits of competitive sourcing. To ensure the future of your agency, you need to understand and implement the **Human Capital Assessment and Accountability Framework (HCAAF)**. In addition to getting acquainted with specific policies, our programs teach you about policymaking itself and how Government and the private sector work together to address society’s concerns.

Policy and Initiatives

| | |
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| Budget and Performance Integration | 39 |
| Competitive Sourcing | 39 |
| Homeland Security: Critical Infrastructure Protection | 40 |
| Pay for Performance | 40 |
| Science, Technology, and Public Policy | 41 |
| Strategic Management of Human Capital | 41 |

“The Science, Technology, and Public Policy Seminar I attended in 2004 was by far the best training I have received in my 27 years with the Federal Government. The caliber of speakers, learning exercises, and even the meeting facilities set a very high bar. Bravo.”

Casper E. Uldriks

Food and Drug Administration

BUDGET AND PERFORMANCE INTEGRATION PMA

Improving Financial Performance

OVERVIEW

Agencies have established strategic plans that tie performance measures to mission-driven outcomes in response to recently passed laws mandating performance-oriented Government. The Office of Management and Budget (OMB) created the Program Assessment Rating Tool (PART) to assist them with the next essential step of aligning performance plans with budget justifications. This seminar will show you how to link budget and performance integration (BPI) with improved financial performance to “get to green” on the President’s Management Agenda. You will define your organization’s path to alignment, and discuss other agencies’ current successes and lessons learned. You will learn about PART and how to support the scorecard standards for success, and you will examine how improved financial management relates to the other four areas of the management agenda.

HOW YOU WILL BENEFIT

- Understand the President’s Management Agenda initiatives and how they reinforce one another
- Create the links between your strategic plan, program cost information, and budget justification
- Learn from others in the Federal Government who have established greater accountability for results
- Understand OMB’s long-term goals for BPI and develop your own goals to “get to green”
- Understand financial management accounting and transaction standards and PART
- Learn new approaches to integrated financial and performance management systems

WHO SHOULD ATTEND

Individuals who lead, manage, or work to integrate their organization’s budget and financial management processes with performance

COMPETENCIES EMPHASIZED in this program

- Accountability
- Financial Management
- Influencing/Negotiating
- Partnering
- Strategic Thinking

LENGTH & COST

3 days. \$2,200
Includes tuition, materials, meals

LOCATION

Washington, DC

SCHEDULE

Jan 30 - Feb 1, '07 . . . Washington, DC

Recommended Prior Courses or Experience

Experience formulating and executing budgets



Recommended Follow-on Courses

Federal Budgetary Policies and Processes (See Website)

COMPETITIVE SOURCING PMA

High Efficiency in Acquisition

OVERVIEW

Competitive Sourcing determines the most cost-effective and efficient methods of acquisition. As the Government acts to address the human capital issues associated with the retirement bulge, the need for an agile workforce and the significance of competitive sourcing will increase. Competitive sourcing ensures the Government will not only serve the public in the most cost-effective manner today, but will integrate knowledge management systems into the Government of the future. This seminar will teach you all you need to know to lead and implement competitive sourcing activities within your agency.

HOW YOU WILL BENEFIT

- Understand the legal framework and regulatory requirements of this initiative, including the FAIR Act
- Identify various approaches to meet OMB standards for success, including the revised OMB Circular A-76
- Understand the Performance-Based Service Contracting (PBSC) process
- Know how to develop Performance Work Statements and Statements of Objectives to support the PBSC process
- Address human capital, labor relations, and socioeconomic issues required to implement PBSC

WHO SHOULD ATTEND

Those who lead, manage, or conduct competitive sourcing activities

COMPETENCIES EMPHASIZED in this program

- Creativity/Innovation
- Entrepreneurship
- External Awareness
- Service Motivation

LENGTH & COST

3 days. \$2,200
Includes tuition, materials, meals

LOCATION

Washington, DC

SCHEDULE

Mar 6 - 8, '07 Washington, DC

Recommended Prior Courses or Experience

Strategic Management of Human Capital, p. 41



Recommended Follow-on Courses

Budget and Performance Integration, p. 39

HOMELAND SECURITY: CRITICAL INFRASTRUCTURE PROTECTION

Examining the Threat

OVERVIEW

This seminar describes critical infrastructure targets, the threats to them, and how various agencies address these threats. You will learn about infrastructure vulnerabilities such as information management, utilities, financial institutions, public health, and transportation systems. Representatives from within and outside the Government who are responsible for infrastructure protection will help you understand the response role of their agencies and organizations in a terrorist event. You will also get a better understanding of intelligence collection and alert systems designed to prevent infrastructure attacks.

HOW YOU WILL BENEFIT

- Understand the current threat to infrastructure targets from terrorists and extremists
- Gain insights from case studies of previous attacks and attempted attacks
- Understand more fully the roles of various Federal agencies in the protection of infrastructure targets
- See how various agencies coordinate with the private sector to protect these targets
- Learn about future potential threats to infrastructure targets

WHO SHOULD ATTEND

Managers and specialists with critical infrastructure or force protection responsibilities

State and local officials are also encouraged to attend

COMPETENCIES EMPHASIZED in this program

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Nov 27 - Dec 1, '06 EMDC

Recommended Prior Courses or Experience

Homeland Security: Understanding the Enemy (See Website)



Recommended Follow-on Courses

World Wide Conference on Terrorism (See Website)

Homeland Security: Critical Infrastructure Protection

PAY FOR PERFORMANCE NEW

Transition from a GS Pay System to Pay for Performance

OVERVIEW

The Pay for Performance Seminar provides an overview of several key Government agencies new pay systems. Department of Homeland Security (DHS) and the Department of Defense (DOD), are converting to this new personnel system, and will begin to use a "Pay for Performance," or pay-banded system instead of the General Schedule (GS). This intensive three-day seminar will help you understand the history of alternative pay systems in the Federal Government and how they differ. You will explore how the dynamics of transformational leadership apply to the successful implementation of the Pay for Performance system. You will learn how employee pay will be affected and how to manage and evaluate employees within this more flexible pay system.

HOW YOU WILL BENEFIT

- Improve your knowledge of the 25-year history of Pay for Performance in the Federal sector
- Know and appreciate the benefits of performance-based alternative pay systems
- Understand more fully the Pay for Performance system by contrasting it with the GS
- Understand effective transformational leadership and its key characteristics
- Learn how to avoid setbacks in leading organizational change
- Become familiar with the laws that control how Federal managers hold employees accountable for job performance

WHO SHOULD ATTEND

Managers, supervisors, executives

Individuals who want to learn more about the NSPS and Pay for Performance

COMPETENCIES EMPHASIZED in this program

- External Awareness
- Strategic Thinking
- Conflict Management
- Accountability
- Human Resources Management

LENGTH & COST

3 days. \$2,200
Includes tuition, materials, meals

LOCATION

TBD (See Website)

SCHEDULE

Oct 17 - 19, '06 TBD
Jan 23 - 25, '07 TBD

Recommended Prior Courses or Experience

Strategic Management of Human Capital, p. 41



Recommended Follow-on Courses

N/A

Pay for Performance

SCIENCE, TECHNOLOGY, AND PUBLIC POLICY

Responding to the Challenges of the 21st Century

OVERVIEW

This seminar will help you understand, anticipate, and respond to current and future challenges to science and technology policy development and implementation. You will study selected issues of national and international importance, and examine the institutions that influence science and technology policy in the Executive Branch, Congress, special interest groups, and the press. You will look at policy for science (how we generate and implement Federal policy governing science) and science for policy (the role of scientific knowledge in public policy debate and design). Additional seminar themes include allocation and priorities, technology transfer, differential time horizons for politics and for science, increasing scientific complexity and the problem of public education, making policy under scientific uncertainties, and scientists as public servants.

HOW YOU WILL BENEFIT

- Understand administration initiatives and priorities in science and technology
- Explore the promises and challenges of new technologies to public policy in national security, genetic research, computer applications, and space exploration and development
- Learn how economic, political, and social trends affect the future of science and technology
- Learn about the development, funding, and implementation of science and technology policy in Federal agencies

WHO SHOULD ATTEND

Managers and senior-level specialists whose programs or policies are related to science, engineering, and/or technology

High-performing mid-level specialists in the policy-related fields covered in the seminar

COMPETENCIES EMPHASIZED in this program

- Accountability
- Decisiveness
- Influencing/Negotiating
- Political Savvy
- Problem Solving

LENGTH & COST

2 weeks. \$4,300
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDIT

3 Hours/Undergraduate
3 Hours/Graduate

SCHEDULE

Oct 23 - Nov 3, '06 EMDC

Recommended Prior Courses or Experience

Management level experience at an agency with a science or technology mission

Science, Technology, and Public Policy

Recommended Follow-on Courses

N/A

STRATEGIC MANAGEMENT OF HUMAN CAPITAL

Enhancing Organizational Performance

OVERVIEW

Creating a more effective Government depends on strategic management of human capital: attracting, developing, and retaining quality employees from diverse backgrounds and ensuring they perform at high levels. OPM, OMB, and GAO collaborated to revise the Human Capital Standards for Success to more clearly reflect discrete outcomes that represent agency goals to better address the need for a comprehensive human capital framework. The elements of the revised Human Capital Assessment and Accountability Framework (HCAAF) are Talent, Performance Culture, Leadership and Knowledge Management, and Human Capital Strategy. Through comprehensive training in the revised framework, this extremely valuable seminar, updated for 2007, will enable you to transform the employment, development, and evaluation processes of your organization to achieve your goals.

HOW YOU WILL BENEFIT

- Understand the HCAAF and its critical role in achieving organizational effectiveness
- Learn the crucial link between the PMA governmentwide initiatives and the Strategic Management of Human Capital
- Align human capital plans with agency mission, goals, and organizational objectives
- Use the HCAAF to monitor your agency's human capital efforts and develop performance goals
- Understand how other agencies are progressing with human capital efforts and learn exemplary agency practices
- Improve your ability to lead and manage organizational change

WHO SHOULD ATTEND

Federal managers and executives and other key senior program staff, senior human resources managers, and experienced managers with broad responsibility

COMPETENCIES EMPHASIZED in this program

- Human Resources Management
- Strategic Thinking
- Integrity/Honesty
- Problem Solving
- Vision

LENGTH & COST

3 days. \$2,200
Includes tuition, materials, meals

LOCATION

Washington, DC

SCHEDULE

Jan 16 - 18, '07. Washington, DC

Recommended Prior Courses or Experience

Other PMA-related courses or experience developing agency human capital initiatives

Strategic Management of Human Capital

Recommended Follow-on Courses

Other PMA-related courses



SPECIALIZED SKILLS

Our management development faculty works with executives like you every day, and we know which problems are most current and urgent, are chronic, and may lie just over your horizon. To help you dispatch these unique impediments to high performance, we have created a selection of **Specialized Skills** courses. You can't avoid team member disputes, but we can teach you to resolve them gracefully and positively. Crises are inevitable; let us help you prepare for them and acquire the strength and agility to lead your team through them. Our facilitators know the **President's Management Agenda (PMA)** intimately, and they will share proven, successful ideas to reorient your agency into alignment with these mandated initiatives. The courses can help you keep up with the most recent developments in information technology or assemble a battery of techniques to manage your projects more efficiently. You will have almost 40 years of experience supporting you, sympathetic and insightful coaches beside you, and innovative planners paving the way to your successful future.

Specialized Skills

| | |
|---|-----|
| Alternative Dispute Resolution | .43 |
| Crisis Leadership Workshop | .43 |
| Conflict Resolution Skills: Effective Approaches to Resolving Conflict in the Workplace..... | .44 |
| Developing Customer-Focused Organizations | .44 |
| Leadership for Information Technology | .45 |
| Project Management Principles..... | .45 |
| Resiliency Camp | .46 |

ALTERNATIVE DISPUTE RESOLUTION

Innovative Conflict Management

OVERVIEW

Many organizations today are endorsing the use of consensual methods of dispute resolution instead of litigation or administrative procedures. This course explores a variety of alternative dispute resolution (ADR) techniques and current dispute applications in the workplace. Through a series of workgroup exercises using real-world dispute scenarios, you will explore, evaluate, and practice a variety of innovative conflict-resolution techniques. You will also learn about presentations before third parties, and how to resolve conflicts that develop between the parties.

HOW YOU WILL BENEFIT

- Understand ADR procedures and their applications
- Be able to recognize sources of conflict
- Learn the principles and importance of interest-based negotiating
- Understand the relative merits of different dispute-resolution processes

WHO SHOULD ATTEND

Managers and program staff who resolve disputes, within or outside their agencies

Not recommended for those who work with labor and/or employee relations program issues

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Creativity/Innovation
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication

LENGTH & COST

1 Week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Mar 5 - 9, '07 EMDC

CRISIS LEADERSHIP WORKSHOP



Planning for Unexpected Challenges

OVERVIEW

Even with your best strategic planning, you are likely to mishandle a crisis. How do you lead when the unexpected occurs, your plans are insufficient, and your core values are threatened? Through case studies, films, interactive exercises, and simulated crises, you will learn to identify a crisis, assess your own biases in high-pressure situations, manage the overwhelming amounts of information crises generate, organize for effective decisions, and create and lead an effective crisis team. You will identify your personal strengths in relating when you are threatened, and learn to manage relationships before, during, and after a crisis. You will share your experiences in crisis leadership and develop an invaluable network for ongoing support.

HOW YOU WILL BENEFIT

- Learn which models of decisionmaking are appropriate to resolve particular crises
- Improve your ability to formulate objectives and strategies under pressure and for complex situations
- Learn to organize and lead a crisis management team, marshal resources, and make ethically sound decisions and plans
- Develop strategies to manage and analyze information and risk perception in high-pressure situations
- Reinforce team building, development, and decisionmaking abilities
- Understand how to guard against decision-making errors (like "groupthink") in crisis

WHO SHOULD ATTEND

Executives and managers at all organizational levels

COMPETENCIES EMPHASIZED in this program

- Problem Solving
- Political Savvy
- Partnering
- Integrity/Honesty
- Resilience

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)
2 Hours/Graduate

SCHEDULE

Mar 19 - 23, '07 EMDC

CONFLICT RESOLUTION SKILLS: EFFECTIVE APPROACHES TO RESOLVING CONFLICT IN THE WORKPLACE

Developing a Culture of Cooperation

OVERVIEW

Uncomfortable and tense situations often wreak havoc in the workplace. The strategies discussed in this course can help you to transform even the most difficult circumstances into satisfying, win-win experiences through the application of strategic conversations. This practical course, which has been revised and updated for 2007, will help you gain control over difficult situations quickly and help you use positive approaches to lead your agency to positive outcomes.

HOW YOU WILL BENEFIT

- Learn to identify and resolve various conflicts through case studies and simulations
- Practice proven approaches to resolve conflicts, moving beyond emotions to win-win situations
- Learn how to build and mend relationships after a lose-lose or win-lose conflict
- Determine ways you can achieve results without either person “losing face”
- Acquire techniques to motivate others to positive action
- Train yourself to maintain your composure around difficult people and minimize their negative impact

WHO SHOULD ATTEND

Employees who want to manage workplace conflict more effectively, learn practical ways of handling challenging personalities, and create a positive outcome and work environment

COMPETENCIES EMPHASIZED in this program

- Conflict Management
- Interpersonal Skills
- Problem Solving
- Resilience
- Team Building

LENGTH & COST

1 week. \$3,300
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Feb 26 - Mar 2, '07WMDC

DEVELOPING CUSTOMER-FOCUSED ORGANIZATIONS

Achieving Excellence in Customer Service

OVERVIEW

This seminar is critical if customer service is important to your agency. One of the most dramatic impacts of Government reform has been agency movement toward greater responsiveness to customer needs. Today, agency success and viability is based in large part on customer satisfaction.

This seminar will provide you with the special knowledge and skills you need to provide services to your customers more efficiently and inspire customer-responsive behavior throughout your organization. The course places special emphasis on preparing managers for the consequences of organizational change, and the resulting problems that can adversely affect customer service. You will leave this program with a roadmap for improving your organization's systems and customer service skills.

HOW YOU WILL BENEFIT

- Learn how to develop and lead a customer-driven organization
- Develop plans to improve your customer service skills and support systems
- Learn to manage customer expectations, balancing competing or conflicting customer needs
- Acquire techniques to track performance and improve service
- Become aware of the ways customer service can be compromised during organizational change

WHO SHOULD ATTEND

Managers, project leaders, and others who are accountable for achieving excellence in customer service

COMPETENCIES EMPHASIZED in this program

- Customer Service
- External Awareness
- Influencing/Negotiating
- Problem Solving
- Service Motivation

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Jan 22 - 26, '07WMDC

LEADERSHIP FOR INFORMATION TECHNOLOGY **NEW**

Critical Knowledge and Skills

OVERVIEW

Government information technology (IT) professionals face some of the toughest management and maintenance challenges in the public sector, and they are only going to get tougher. This Leadership for Information Technology seminar will give you the edge you need to get proper funding from department budgets to manage your major capital investments as well as your projects and teams, and to stay ahead of the latest technology developments.

HOW YOU WILL BENEFIT

- Gather new and updated leadership theories to apply to your current IT management issues
- Gain a better understanding of your own leadership competencies and stockpile creative ways to triumph over your weaknesses
- Learn more effective communication and change-management strategies for IT systems
- Develop and test new ideas for analyzing IT investments and building a business case
- Create a coherent vision of the future of information technology, and devise a plan to keep up with it

WHO SHOULD ATTEND

Experienced information technology professionals who want to develop their leadership abilities

COMPETENCIES EMPHASIZED in this program

- Human Resources Management
- Partnering
- Strategic Thinking
- Technology Management
- Vision

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

SCHEDULE

Jan 22 - 26, '07WMDC

PROJECT MANAGEMENT PRINCIPLES

Constructing a Framework for Efficient Project Completion

OVERVIEW

Project Management Principles is the first course in a curriculum designed to cover the project management discipline. This course is appropriate for those wanting to learn the basic principles, tools, and techniques to manage projects as well as to understand the role of the project manager. You will learn important concepts in project planning and implementation, and then practice using them. The Project Management Body of Knowledge (PMBOK) serves as a guide to key project management terminology and process descriptions. You will learn the classic project management framework and learn to plan and manage projects more effectively.

HOW YOU WILL BENEFIT

- Develop an understanding of the project management discipline and the PMBOK
- Learn to use appropriate project management tools to improve project planning and implementation
- Demonstrate your understanding of effective team behavior and the importance of team membership
- Construct and present a basic project plan incorporating what you learned in the course
- Improve interpersonal skills, especially when communicating project changes and progress

WHO SHOULD ATTEND

New or potential project managers with little or no previous training and/or experience in project management

COMPETENCIES EMPHASIZED in this program

- Accountability
- Problem Solving
- Strategic Thinking
- Team Building
- Technical Credibility

LENGTH & COST

1 week. \$2,900
Includes tuition, materials, meals, lodging

LOCATION

WMDC, Aurora, CO

COLLEGE CREDIT

2 Hours/Undergraduate (Upper)

SCHEDULE

Oct 2 - 6, '06WMDC
Mar 12 - 16, '07WMDC

RESILIENCY CAMP **NEW**

Leadership Skills for Developing Resiliency in Yourself and Your Workforce

OVERVIEW

Nonstop, disruptive change in Federal agencies is pressuring everyone to do more work with fewer people, in less time, in new ways, with a reduced budget. In the past, Government executives and managers had to learn ways to be resilient on their own, but now, the new science of resiliency psychology can help you to develop resiliency strengths that work in your unique circumstances. In this innovative and interactive session, you will learn to develop the five levels of resiliency, to be flexible and adaptable, thrive in constant change that overwhelms others, and increase the resiliency of your workforce. Using a unique methodology, participants influence which topics are emphasized.

HOW YOU WILL BENEFIT

- Learn to manage disruptive change with emotional competence
- Develop techniques to manage with questions rather than instructions
- Learn how to handle negativity specialists in positive ways
- Help your team work with inner attitudes of service and professionalism instead of obediently following position descriptions
- Bounce back from unexpected difficulties and gain strength from challenging experiences
- Help survivors of downsized organizations remain committed to the organization

WHO SHOULD ATTEND

Executives, managers, and leaders at all organizational levels

COMPETENCIES EMPHASIZED in this program

- Flexibility
- Conflict Management

LENGTH & COST

3 days. \$1,900
Includes tuition, materials, meals, lodging

LOCATION

EMDC, Shepherdstown, WV

SCHEDULE

Oct 23 - 25, '06 EMDC
Feb 20 - 23, '07 EMDC

CUSTOM SERVICES

Is your organization facing an immediate challenge? Has a new initiative or reorganization forced you to find a new approach? Do you want to implement a new strategy to improve your organization's performance? The Center for Leadership Capacity Services can custom design a program to satisfy a one-time need or be part of a strategic partnership addressing ongoing challenges. We work with you and your staff to tailor the program to meet your specific requirements. The innovative approaches we design will help your organization to meet its immediate challenges, focus on the future, and successfully adapt to changing circumstances.

WE OFFER:

- ★ **Custom Workshops** to build strong leadership competencies
- ★ **Team Development Programs** to help you and your associates work more effectively—especially across organizational or geographic barriers
- ★ **Facilitated Planning Programs** that focus on mission, budget, technology, strategic planning, performance improvement, and other critical issues
- ★ **Consulting Activities** to build staff skills and develop an in-house capacity for organizational improvement
- ★ **Organizational and Individual Assessments** to help you understand your staff's needs and optimal alignment
- ★ **Executive Coaching Services** to support individual development at critical junctures, or to enhance overall performance
- ★ **Succession Planning Services** to build leadership capacity for the future
- ★ **Long-term Executive Development Partnerships** to give key personnel the tools for success

Our faculty members are in continuous contact with leaders who are in the forefront of innovation throughout the Government. Trained at leading graduate schools in disciplines including political science, education, psychology, and economics, our faculty members have built careers leading Government and private organizations. As educators and consultants they are up to date on the trends and hottest issues facing Government leaders today.

ARRANGING CUSTOM DESIGNED SERVICES

Contact us to develop Custom Designed Services that will meet your organizational challenge. One of our faculty members will discuss your needs and, in partnership with you, develop an approach that works best for you and your organization. Our staff will develop a budget for your program and work with you on the reimbursement vehicle (Training form, Memorandum of Agreement, or other) most efficient for you. Our status as a Federal agency allows us to handle procurement issues on a Government-to-Government basis.

ARRANGING CUSTOM DESIGNED LEADERSHIP PROGRAMS

Because we are committed to continuous learning, we provide a wide range of programs that address very specific agency development needs. For more information about customizing leadership programs, contact:

Dale Fruchtnicht

Federal Executive Institute
1301 Emmet Street
Charlottesville, VA 22903
Voice: 434-980-6200
TDD/TTY: 434-980-6299
Fax: 434-979-3387
email: cel@opm.gov










George Liscic

Western Management
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Cherry Creek Place
3151 S. Vaughn Way, Suite 300
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Voice: 303-671-1039
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email: glliscic@opm.gov

SCHEDULE AT A GLANCE: OCTOBER 2006 – MARCH 2007

NEW = New **PMA** = President's Management Agenda  = Available College Credit

FEI = Federal Executive Institute WMDC = Western Management Development Center EMDC = Eastern Management Development Center

| | | |
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| <p>Alternative Dispute Resolution \$2,900 <i>p. 43</i> Mar 5 - 9, '07..... EMDC</p> | <p> Developing High-Performing Teams \$3,300 <i>p. 23</i> Mar 19 - 23, '07..... WMDC</p> | <p> Leadership Assessment Program \$4,900 <i>p. 16</i> Oct 30 - Nov 3, '06 EMDC Dec 11 - 15, '06 EMDC Feb 12 - 16, '07 EMDC</p> |
| <p>PMA Budget and Performance Integration \$2,200 <i>p. 39</i> Jan 30 - Feb 1, '07..... Washington, DC</p> | <p>Emotional Competence: Working with Others for Results \$2,490 <i>p. 6</i> Mar 21 - 23, '07..... FEI</p> | <p> Leadership Communications Workshop: Interpersonal Communication \$4,300 <i>p. 17</i> Dec 4 - 8, '06 WMDC</p> |
| <p>Building High-Performance Organizations in the 21st Century \$2,995 <i>p. 32</i> Jan 8 - 11, '07 FEI</p> | <p> Executive Communications Workshop \$4,500 <i>p. 7</i> Mar 12 - 16, '07..... WMDC</p> | <p> Leadership for a Democratic Society \$14,500 <i>p. 10-11</i> *Oct 22 - Nov 17, '06 FEI *Jan 7 - Feb 2, '07 FEI *Feb 4 - Mar 2, '07 FEI *Mar 25 - Jul 20, '07 FEI</p> |
| <p>Coaching and Mentoring for Excellence \$3,300 <i>p. 22</i> Dec 4 - 8, '06 WMDC Feb 12 - 16, '07 WMDC</p> | <p> Executive Development Seminar: Blended Course \$3,500 <i>p. 9</i> Online Session 1 Mar 19, '07 (8 weeks) Online Session 2 May 14, '07 (8 weeks) In-Residence Session Jul 16 - 20, '07 WMDC</p> | <p>NEW Leadership for Information Technology \$2,900 <i>p. 45</i> Jan 22 - 26, '07 WMDC</p> |
| <p>Collaborating Across Organizational Boundaries \$2,995 <i>p. 33</i> Feb 1 - 2, '07 FEI</p> | <p> Executive Development Seminar: Leading Change \$4,950 <i>p. 8</i> Oct 10 - 20, '06 EMDC Dec 4 - 15, '06 EMDC Jan 29 - Feb 9, '07 EMDC Mar 19 - 30, '07 EMDC</p> | |
| <p>NEW Collaborative Leadership Seminar \$4,300 <i>p. 22</i> Oct 10 - 20, '06 EMDC Jan 29 - Feb 9, '07 EMDC</p> | <p> Facilitative Leadership Seminar \$3,100 <i>p. 23</i> Nov 27 - Dec 1, '06 WMDC Mar 12 - 16, '07 WMDC</p> | |
| <p>PMA Competitive Sourcing \$2,200 <i>p. 39</i> Mar 6 - 8, '07..... Washington, DC</p> | <p>NEW First 90 Days in Government: Critical Success Strategies for Leaders in the Public Sector \$1,900 <i>p. 24</i> Oct 10 - 12, '06 EMDC Feb 12 - 14, '07 EMDC</p> | |
| <p>Conflict Resolution Skills: Effective Approaches to Resolving Conflict in the Workplace \$3,300 <i>p. 44</i> Feb 26 - Mar 2, '07 WMDC</p> | <p>NEW GrassRoots Leadership: It's your Ship \$1,700 <i>p. 24</i> Oct 31 - Nov 2, '06 TBD Jan 30 - Feb 1, '07 TBD Mar 27 - 29, '07 TBD</p> | |
| <p>Creative Breakthroughs: Innovating in Government \$2,490 <i>p. 34</i> Jan 18 - 19, '07 FEI</p> | <p>Homeland Security: Critical Infrastructure Protection Seminar \$2,900 <i>p. 40</i> Nov 27 - Dec 1, '06 EMDC</p> | |
| <p> Crisis Leadership Workshop \$2,900 <i>p. 43</i> Mar 19 - 23, '07 EMDC</p> | <p>Leadership Assessment for Women \$4,900 <i>p. 17</i> Oct 23 - 27, '06 WMDC</p> | |
| <p>Developing and Communicating Leadership Competencies Seminar \$3,300 <i>p. 16</i> Nov 13 - 17, '06 EMDC Feb 5 - 9, '07 EMDC</p> | | |
| <p>Developing Customer-Focused Organizations \$2,900 <i>p. 44</i> Jan 22 - 26, '07 WMDC</p> | | |

* Program starts on a Sunday.

OPM's Center for Leadership Capacity Services (CLCS) strives to maintain fair and reasonable tuition fees for all our programs; however, because CLCS receives no appropriated funds, fees for some courses are subject to change. Visit our Website to confirm rates, or call us at the numbers listed above.

To Register

Voice: 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8009

Online: www.leadership.opm.gov

email: register@opm.gov

What's Included

Tuition includes all instructional services, course material, meals, and lodging (except where noted).

How to Pay

The easiest and most efficient payment method is with your Government Purchase Card Visa or MasterCard. Other payment options include SF-182, DD-1566, MIPR, purchase order, or other agency training authorization.

To Register for *Leadership for a Democratic Society*

Mention Priority Code LG0701


Voice: 434-980-6200

TDD/TTY: 434-980-6299












Fax: 434-979-3387

email: fei@opm.gov

SCHEDULE AT A GLANCE: OCTOBER 2006 – MARCH 2007

NEW = New **PMA** = President's Management Agenda  = Available College Credit

FEI = Federal Executive Institute WMDC = Western Management Development Center EMDC = Eastern Management Development Center

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|--|--|---|
| <p>Leadership Foundations Seminar \$2,900 <i>p. 18</i> Nov 13 - 17, '06 WMDC</p> | <p>NEW Peak Performance: Harnessing Your Full Potential \$4,900 <i>p. 20</i></p> <p>Session One Oct 3 - 5, '06 EMDC Nov 13 - 14, '06 EMDC Dec 5 - 6, '06 EMDC</p> <p>Session Two Jan 8 - 10, '07 EMDC Feb 20 - 21, '07 EMDC Mar 19 - 20, '07 EMDC</p> | <p> Supervisory Leadership Seminar² Week 1: Supervision \$2,900 <i>p. 28</i> Oct 23 - 27, '06 EMDC Nov 27 - Dec 1, '06 WMDC Jan 22 - 26, '07 EMDC Mar 5 - 9, '07 WMDC</p> <p>Week 2: Leadership \$2,900 <i>p. 28</i> Oct 30 - Nov 3, '06 EMDC Dec 4 - 8, '06 WMDC Jan 29 - Feb 2, '07 EMDC Mar 12 - 16, '07 WMDC</p> |
| <p> Leadership Potential Seminar \$4,500 <i>p. 18</i> Oct 23 - Nov 3, '06 WMDC Nov 27 - Dec 8, '06 EMDC Jan 16 - 26, '07 WMDC Feb 20 - Mar 2, '07 EMDC Mar 19 - 30, '07 WMDC</p> | <p> Project Management Principles \$2,900 <i>p. 45</i> Oct 2 - 6, '06 WMDC Mar 12 - 16, '07 WMDC</p> | <p> Team Building and Team Leadership \$2,900 <i>p. 29</i> Nov 13 - 17, '06 EMDC Feb 12 - 16, '07 WMDC Mar 19 - 23, '07 TBD</p> |
| <p> Leadership Skills for Non-Supervisors/Non-Managers \$3,300 <i>p. 19</i> Oct 16 - 20, '06 WMDC Dec 11 - 15, '06 EMDC Jan 29 - Feb 2, '07 WMDC Mar 5 - 9, '07 WMDC</p> | <p>NEW Resiliency Camp \$1,900 <i>p. 46</i> Oct 23 - 25, '06 EMDC Feb 20 - 22, '07 EMDC</p> | |
| <p>Leading Across Generations \$2,305 <i>p. 35</i> Jan 30 - 31, '07 FEI</p> | <p> Science, Technology, and Public Policy \$4,300 <i>p. 41</i> Oct 23 - Nov 3, '06 EMDC</p> | |
| <p>NEW Leading Public Sector Transformation \$8,995 <i>p. 12</i> Mar 5 - 16, '07 Chapel Hill, NC</p> | <p> Seminar for New Managers: Leading People \$4,300 <i>p. 27</i> Oct 10 - 20, '06 WMDC Nov 27 - Dec 8, '06 EMDC Jan 22 - Feb 1, '07 WMDC Feb 26 - Mar 9, '07 EMDC</p> | |
| <p>NEW Leading Strategically: From Vision to Performance \$2,490 <i>p. 36</i> Mar 19 - 21, '07 FEI</p> | <p>Senior Executive Assessment Program \$5,900 <i>p. 13</i> Oct 30 - Nov 3, '06 WMDC Mar 26 - 30, '07 WMDC</p> | |
| <p> Management Assessment Program \$4,900 <i>p. 19</i> Oct 16 - 20, '06 WMDC Feb 5 - 9, '07 WMDC</p> | <p> Strategic Leadership: Building Performance-Based Organizations¹ \$3,300 <i>p. 37</i> Feb 5 - 9, '07 WMDC</p> | |
| <p> Management Development Seminar \$4,750 <i>p. 25</i> Oct 16 - 27, '06 WMDC Dec 4 - 15, '06 EMDC Jan 22 - Feb 2, '07 EMDC Feb 26 - Mar 9, '07 WMDC Mar 26 - Apr 6, '07 EMDC</p> | <p> Strategic Leadership: Leading Culture Change¹ \$3,300 <i>p. 37</i> Feb 12 - 16, '07 WMDC</p> | |
| <p>Motivating for Results \$2,900 <i>p. 26</i> Oct 2 - 6, '06 WMDC</p> | <p>NEW Pay for Performance \$2,200 <i>p. 40</i> Oct 17 - 19, '06 TBD Jan 23 - 25, '07 TBD</p> | |

To Register

Voice: 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8009
Online: www.leadership.opm.gov
email: register@opm.gov

What's Included

Tuition includes all instructional services, course material, meals, and lodging (except where noted).

How to Pay

The easiest and most efficient payment method is with your Government Purchase Card Visa or MasterCard. Other payment options include SF-182, DD-1566, MIPR, purchase order, or other agency training authorization.

To Register for *Leadership for a Democratic Society*

Mention Priority Code LG0701
Voice: 434-980-6200
TDD/TTY: 434-980-6299
Fax: 434-979-3387
email: fei@opm.gov

* Program starts on a Sunday.

¹ *Strategic Leadership: Building Performance-Based Organizations* and *Strategic Leadership: Leading Culture Change* will be offered back to back. If you attend both courses, we will charge a special two-week rate of \$4,850, with food and lodging included for the weekend in between.

² *Supervisory Leadership Seminar: Supervision* and *Supervisory Leadership Seminar: Leadership* will be offered back to back. If you attend both courses, we will charge a special two-week rate of \$4,300, with food and lodging included for the weekend in between.

HOW TO REGISTER

Registration for CLCS programs is remarkably simple. Register online with a Government Purchase Card. Sign a single document to get the deal done and the funds transferred. Use your own agency-specific procurement forms. We'll use our Federal-sector expertise to get you the solutions you need, when you need them, without a protracted contracting process.



Register Online at the secure Leadership Website:
www.leadership.opm.gov

Initiate your program registration online with your Government Purchase Card payment, the fastest way to reserve your place. You will receive confirmation of your paid registration within two business days.

-or-



Use the Registration Form. This form can be used for CLCS open enrollment programs at the Management Development Centers, or for Leadership for a Democratic Society (LDS) at the Federal Executive Institute (FEI).

-or-



Contact a representative

Customer Service Office
(Mention Priority Code LG0701)

Toll Free: 888-676-9632
Phone: 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8009
email: register@opm.gov

For Leadership for a Democratic Society (LDS) only

(Mention Priority Code LG0701)

Phone: 434-980-6200
TDD/TTY: 434-980-6299
Fax: 434-979-3387
email: fei@opm.gov



What You Need to Know Before Registering

- All registrations are final and non-refundable.
- You will receive email confirmation of your registration.
- A request for a substitution of a participant may be made up to one week prior to the beginning of a course and will be approved if pre-course work can be completed.
- For assessment program registrations, a minimum four weeks lead time is required.
- Requests for transfers to another course may be approved up to four weeks prior to the start of the program if space is available in the new course, pre-course work can be completed on time, and the registrar can resell the space in the current course.

We strive to maintain fair and reasonable tuition fees for all our programs. However, because our programs receive no appropriated funds, fees for some courses are subject to change. Visit our Website at www.leadership.opm.gov to confirm rates, or call us at the numbers listed above.

REGISTRATION FORM

OPM FORM 1672
MAY 2006
PRIORITY CODE: LG0701

REGISTRATION REPLY FORM

FOR THE FEDERAL EXECUTIVE INSTITUTE'S LEADERSHIP
FOR A DEMOCRATIC SOCIETY PROGRAM

Fax Back to
434-979-3387
Questions? **434-980-6200**

FOR MANAGEMENT DEVELOPMENT CENTER
PROGRAMS AND FOR CONTINUING DEVELOPMENT
PROGRAMS FOR EXECUTIVES AT FEI

Fax Back to
304-870-8009
Questions? **304-870-8008 or 888-676-9632**

FIRST CHOICE

PROGRAM NAME _____

PROGRAM CODE (FEI ONLY) _____

PROGRAM DATE _____

SECOND CHOICE

PROGRAM NAME _____

PROGRAM CODE (FEI ONLY) _____

PROGRAM DATE _____

PARTICIPANT INFORMATION

NAME _____ SSN (LAST 4 DIGITS ONLY) _____

JOB TITLE _____

SES OR GS GRADE LEVEL _____ OR EQUIVALENT POSITION/RANK (SPECIFY) _____

SUB-AGENCY/DIVISION _____

AGENCY/ORGANIZATION _____

MAILING ADDRESS _____

CITY _____ STATE _____ ZIP _____

OFFICE PHONE _____ FAX _____

EMAIL ADDRESS _____ NICKNAME _____

HOME ADDRESS _____

CITY _____ STATE _____ ZIP _____ HOME PHONE _____

SPECIAL ACCOMMODATIONS

SMOKING ROOM PHYSICALLY CHALLENGED _____

SPECIAL DIETARY NEEDS _____

TUITION BILLING INFORMATION

AGENCY TRAINING FORM (SF-182, DD-1556, MIPR, OTHER) (COPY ATTACHED)

GOVERNMENT PURCHASE CARD (VISA OR MASTERCARD)

* PURCHASE CARD INFORMATION
IS USED INTERNALLY FOR
REGISTRATION AND BILLING
PURPOSES ONLY. THE
INFORMATION WILL NOT BE
DISCLOSED TO OTHER SOURCES.

CARD NUMBER* _____ EXPIRATION DATE _____

CARDHOLDER'S NAME _____

CARDHOLDER'S PHONE # _____ FAX # (FOR RECEIPT): _____

TUITION AMOUNT _____

PRIVACY ACT STATEMENT

This information is solicited under the authority of 5 U.S.C. §§ 4115-4118. The primary uses of this information are by the Office of Personnel Management (OPM) to register registrants for the various courses provided at OPM training facilities, and to administer executive, management and leadership development programs. OPM may use the information for studies and statistics that will not identify you. The Federal Executive Institute (FEI) Alumni Association may use the information for FEI alumni activities. The information may be disclosed to appropriate Federal, state, or local agencies when relevant to civil, criminal, or regulatory investigations or prosecutions; in judicial or administrative proceedings; to congressional offices; and to Federal agencies for employment or security reasons. To keep our records in order, we request the last four digits of your Social Security Number (SSN) under the authority of Executive Order 9397. This Executive Order requires the use of SSNs for the purpose of uniform, orderly administration of records. Giving us your SSN or any of the other information is voluntary; however, we cannot process your registration if you do not provide the information we request.

FEDERAL EXECUTIVE INSTITUTE (FEI)

Charlottesville, Virginia

The FEI in Charlottesville, Virginia, is a campus setting near the University of Virginia and the Blue Ridge Mountains. Located approximately two hours southwest of Washington, DC, FEI is removed from the constant interruptions of daily work. The modern 14-acre campus is in the heart of a bustling university community surrounded by beautiful woods and rolling hills.

Participants stay in comfortable private guest rooms and enjoy complete food and beverage services. Programs are presented in fully equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center and basketball and volleyball courts. In addition to the Susan B. Anthony Library, there is quiet space for walking, relaxing, and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and was the home of three of the nation's first five presidents: Thomas Jefferson, James Madison, and James Monroe.

EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC)

Shepherdstown, West Virginia

The EMDC in Shepherdstown, West Virginia, is a self-contained residential training facility. It is located 70 miles from downtown Washington, DC.

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, once considered as a site for the nation's capital, balances its past with the future by blending history, education, culture, and recreation in a way that attracts a diverse and vibrant population. This small cosmopolitan community, with many amenities, meets the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town. In 2000, Shepherdstown was the focus of world attention as the site for peace talks between Israel and Syria.

The EMDC combines 168 comfortable private rooms, complete food and beverage services, office space, a fitness center, and 14,000 square feet of training space. The state-of-the-art classrooms are equipped with ergonomic chairs and tables, video/computer monitors, and built-in whiteboards. The classrooms are also equipped with networked computers, and have breakout rooms.

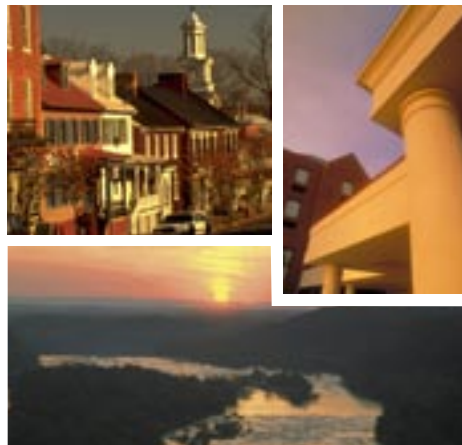
WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)

Aurora, Colorado

The WMDC is a campus-style learning environment convenient to both the Denver metropolis and the vast natural and recreational resources of the majestic Rocky Mountains. It is 30 minutes from Denver International Airport in Aurora, Colorado, a suburb of Denver.

The WMDC campus is a self-contained center for living and learning. Participants stay in comfortable private rooms and enjoy complete food and beverage services. Classrooms and breakout rooms are spacious, comfortable, and well-equipped. The Center offers computer facilities, a full-service fitness center, and places for informal gathering to foster reflection, conversation, and networking.

Additionally, the town of Aurora offers challenging golf courses, recreational areas such as the Aurora and Cherry Creek Reservoirs, and community parks with extensive interconnecting trails and open space systems for hiking and aquatic pursuits. Aurora also boasts a mild and dry climate with more than 310 days of sunshine a year.



Center for Leadership Capacity Services

Customer Service Office

Voice: 888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8009

email: register@opm.gov



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT

www.leadership.opm.gov

LG0701

United States Office of Personnel Management
Customer Service Office
239 Lowe Drive
Shepherdstown, WV 25443